

FIVE-YEAR STRATEGIC PLAN

*A Plan for Mississippi's
System of Public Universities*



2028 - 2032

DR. ALFRED RANKINS JR.
Commissioner of Higher Education

**Board of Trustees of State Institutions of Higher Learning
Five-Year Strategic Plan
2028-2032**

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Institutions of Higher Learning

FIVE-YEAR STRATEGIC PLAN FOR FISCAL 2028-2032

Executive Summary

Mississippi's public universities are the state's primary engine for workforce development, economic growth, and individual opportunity. Through their mission of education, research, and service, the universities advance Mississippi's economy and deliver a positive return on the state's investment.

The Board of Trustees of State Institutions of Higher Learning sets the standards and policies that drive quality across all eight institutions, ensures the system remains responsive to state priorities, and holds it accountable for the stewardship of taxpayer resources.

Each of the eight public universities operates under a distinct mission tailored to the students it serves, while sharing a common commitment to excellence in undergraduate and graduate education and to teaching and learning environments that support student success. The Board applies a consistent performance standard across the system, balancing institutional autonomy with system-wide accountability.

Academic programs are reviewed every year against two tests: whether they prepare students for occupations that Mississippi employers need, and whether they avoid unnecessary duplication across the system. In academic year 2025-2026, the system introduced 14 new degree programs and 4 new certificate programs while discontinuing 7 degree programs and 4 certificates; 9 programs were suspended.

Active portfolio management keeps Mississippi's investment in higher education aligned with the state's evolving workforce needs.

Board-directed cost initiatives — including the energy efficiency task force and collective property insurance purchasing — have saved the system more than \$200 million since 2008, helping keep Mississippi tuition lower than at comparable institutions in surrounding states. The Board also operates an independent internal audit program that exceeds statutory requirements, providing system-wide assurance on the stewardship of public funds. In fact, Moody's Ratings recently reaffirmed the system's Aa2 issuer rating, noting that the operating performance of IHL "remains sound, supported by steady state appropriations and MIHL's strong financial oversight of its member institutions."

Together, under the leadership of the Board of Trustees, Mississippi's public universities remain the state's most powerful and unmatched asset for advancing its future.

1. Comprehensive Mission Statement

The Mississippi Institutions of Higher Learning (IHL System), under the governance of its Board of Trustees, will operate a strong public university system with eight distinct, mission-driven universities, and will enhance the quality of life of Mississippians by effectively meeting their diverse educational needs. In so doing, the IHL system will be characterized by, and become nationally recognized for, its emphasis on student achievement and on preparing responsible citizens; its adherence to high academic standards and to quality in instruction, research, service and facilities; and its commitment to affordability, accessibility, and accountability.

The purpose of the Board of Trustees is to manage and control Mississippi's eight institutions of higher learning under the Constitution and to see that the IHL System mission is accomplished. To do so, the Board will operate a coordinated system of higher education, establish prudent governance policies, employ capable chief executives, and require legal, fiscal, and programmatic accountability. The Board will annually report to the Legislature and the citizenry on the needs and accomplishments of the IHL System.

Each institution of higher learning has common characteristics intrinsic to success. Each institution also has a distinct history, unique traditions, and a separate mission to be performed within the IHL System.

2. Philosophy

Effective performance of the system, board, and institutional missions requires sound planning. The IHL planning process is grounded in five principles, or core values, which undergird the ongoing work of universities and of the trustees.

- **Higher Education Matters.** Universities are the wellsprings of civilization and human capital. Ours must be vital for our citizenry to thrive.
- **Planning Begins With Self-Assessment and Research.** The divides of history, geography, wealth, and culture are particular threats to diverse institutions and trustees. A willingness to honestly and collegially address issues is central to IHL planning. Well-researched, factual information leavens disputes into discussion.
- **Successful Institutions Focus on Their Assets.** Our universities are home to rich traditions, diverse environments, and exceptional talent. By nurturing and building on these assets, each of our institutions can flourish within the IHL system.
- **System Planning Requires Collaboration.** As diverse institutions and individuals, we need to pay attention to building institutional cooperation, eschewing insidious competition, broadening leadership, and promoting collaborative decision-making. Collaboration must also extend to other agencies and organizations, particularly other education entities.
- **Viable Institutions Incorporate Resource Stewardship and Accountability in All Functions.** Trustees and universities have a duty to be good stewards. Accountability and evaluation ensure integrity and effectiveness and will be reviewed annually.

3. Performance Measures

College Readiness

1. Average ACT score of entering freshmen.

Data: 23.6 (Fall 2024)
Source: IHL, Fall 2024-25 Fast Facts

Notes: The average ACT of entering freshmen is a reflection of the academic preparedness of high school students entering Mississippi's public universities. This average can be increased through higher admission standards, but accessibility would be compromised at some universities.

2. Number and percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both.

Data:	<u>Students</u>	<u>Percentage</u>
Entering Freshmen (Fall 2024)		13,607
Math Only	1,780	13.1%
English/Reading Only	869	6.4%
Both Math & English	946	7.0%
Overall Total	3,595	26.4%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Notes: The number and percentages of entering students requiring remedial education reflect the academic preparedness of high school students entering Mississippi's public universities. These figures can be decreased through higher admission standards, but accessibility would be compromised at some universities.

3. Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.

Data: 83.5% (Fall 2024 Intermediate cohort)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: These rates include intermediate students completing both traditional and co-requisite courses.

4. Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within 2 years.

Data: 81.4% (Fall 2024 Intermediate cohort)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: These rates include intermediate students completing both traditional and co-requisite courses.

Student Progress

5. First-year retention rate (from fall to fall) for entering full-time freshmen.

Data: 80.6% (Fall 2023 full-time freshmen returning in Fall 2024)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

6. Percentage of full-time students completing 24 credit hours within one academic year.

Data: 80.9 %

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

7. Percentage of part-time students completing 12 credit hours within one academic year.

Data: 48.6%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Student Graduation Rates

8. Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.

Data: 24.2 (AY2025 undergraduate degrees with 4-year average of 12-month FTE enrollment from IPEDS)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting, Education Achievement Council (EAC) Institutional Profile

9. Student graduation rates (first-time freshmen cohort students graduating within four years, first-time freshmen cohort students graduating within 6 years, first-time full-time freshmen cohort students graduating within eight years)

Data:	<u>Students</u>	<u>Percentage</u>
Full-Time Freshmen (Fall 2016)		11,865
Graduating within 4 Years	4,850	40.9%
Graduating within 6 Years	6,766	57.0%
Graduating within 8 Years	6,921	58.3%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

10. Number and percentage of degrees awarded to adult learners who enter college for the first time at age 23 or older.

Data:	<u>Students</u>	<u>Percentage</u>
Full-Time Adult Learners* (Fall 2016)	145	
Graduating within 4 Years	22	15.2%
Graduating within 6 Years	29	20.0%
Graduating within 8 Years	31	21.4%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Full-time entering freshmen who are 23 and older represent a small percentage of IHL's total entering freshmen.

*Figures include freshmen and students admitted under the "Non-Formula Students 21 and Over" admission policy.

11. Percentage of state's population age 25 years and over with a bachelor's degree or higher

Data: 25.1% (Population Age 25 and Over)

Source: Latest U. S. Census ACS 5-year estimates.

Graduates in High-Need Disciplines

12. Number of graduates in high-need disciplines (i.e. science, technology, engineering, math, Education, and nursing) by discipline.

Data:	High-Need Discipline	Undergraduate Degrees
	STEM	3,376
	Education (including non-teaching)	892
	Health (including Nursing)	707

Source: IHL, 5-Year Strategic Plan Benchmark Reporting, IHL Allocation Model

Notes: Figures reflect 2024-25 undergraduate degrees awarded in high-need discipline areas. Figures exclude certificates and are based on IHL Allocation Model.

13. Number of graduates in teaching from Mississippi public higher educational institutions.

Data: 1,023
(All Certification Levels --Elementary and Secondary)

Source: IHL, 2024-25 Office of Academic and Student Affairs Annual Report

14. Licensure exam pass rates for graduates with four-year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II.

Data:	Undergraduate Praxis (All Tests)	*71.5%
	NCLEX--RN	98.2%
	Other Undergraduate Licensure/Certification	67.6%
	All Undergraduate Licensure/Certification	*77.1%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Praxis figures include all subject areas (history, art, biology, English, etc.) and count students multiple times if they take multiple subject area tests. The Other category includes undergraduate students taking licensure exams in a variety of disciplines.

Percentages marked with an asterisk () are from AY2024 reporting.
Undergraduate PRAXIS figures for AY2025 were not available at the time of printing.

15. Percentage of graduates in high-need disciplines who enter and remain in practice in Mississippi in the high-need discipline five years and ten years following graduation, by discipline.

Data:

Program of Study	One year	Five Year
Physical Science	32%	19.1%
Biological and Biomedical Science	57.1%	33.4%
Computer and Information Science	47.7%	35.1%
Engineering	42%	26.6%
Engineering technologies and Engineering-related fields	45.3%	40.7%
Math	43.8%	24.5%
Education	79.8%	65.6%
Nursing	79.1%	66.6%

Source: *Mississippi Institutions of Higher Learning Annual Workforce Report*, FY 2026. State Longitudinal Data System. Ten-year employment data is not available.

16. Percentage of teacher candidates from Mississippi public higher educational institutions who become Mississippi public school teachers following graduation.

Data: 67.8% Education baccalaureate graduates after one year

Source: State Longitudinal Data System. Includes public and private school teachers with bachelor's degrees in education. Includes graduates not enrolled in a post-graduate degree program. Most recent cohort of graduates is used for each time period.

17. Percentage of teacher candidates from Mississippi public higher education institutions who remain teaching in Mississippi public school classrooms five and ten years following their initial hire date.

Data: 51.5% Education baccalaureate graduates after five years
45.1% Education baccalaureate graduates after 10 years

Source: State Longitudinal Data System. Includes public and private school teachers with bachelor's degrees in education. Includes graduates not enrolled in a post-graduate degree program. Most recent cohort of graduates is used for each time period.

Cost to Students

18. Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions.

Data: 35.2%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: U.S. Census, American Community Survey
Figures reflect Fall 2024 average room and board (\$19,858) as a percent of ACS median household income (\$56,447).

19. Dollars spent on remedial coursework.

Data: \$2,172,970 (AY2025 estimated instructional costs)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Remedial coursework includes IHL's Summer Developmental Program and Intermediate courses. Estimated instructional costs include fringe benefits and are based on the FY2025 average SREB salary for Instructor rank allocated for 241 remedial courses during AY2025.

20. Average student debt on graduation.

Data: \$37,552 average student loan debt

Notes: This metric is from the Education Data Initiative (<https://educationdata.org/student-loan-debt-by-state>)

Cost to Taxpayers

21. Total state expenditures per total FTE student.

Data: \$ 19,705

Source: IHL, Office of Finance and Administration, Legislative Budget Report

Notes: Figures are based on FY2025 state expenditures of \$1,484,350,765 divided by a total of 75,329 12-month FTE students from AY2025. State expenditure figures include On-Campus (\$1,462,735,948) and Off-Campus (\$31,230,397) expenditures less Capital Expense (\$9,615,580) funds.

Quality of Learning Environment

22. Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).

Data: 79.0% (Fall 2024, Full-Time Faculty)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Education Achievement Council (EAC) Institutional Profile

Education Achievement Council (EAC) Institutional Profile

Graduation Rates of Graduate Students

23. Percentage of enrolled graduate students who complete graduate degree.

Data: 71.5% (Master's Level)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Percentage reflects Fall 2022 entering master's level students completing a master's degree within three years. Doctoral degrees have been excluded due to the varied and sometimes lengthy dissertation process.

24. Number of graduate degrees awarded.

Data: 5,875

Source: IHL, 2024-25 Degree Book

Notes: Figure reflect 2024-25 graduate degrees awarded in the following levels: master's, specialist, first professional, and doctoral degrees.

Graduate Students in High-Need Disciplines

25. Number and percentage of graduate degrees awarded in science, technology, engineering, and math.

Data:	Degree Level	Total Degrees	STEM Degrees	Percentage
	Master's	4,133	952	23.0%
	Doctoral	815	232	28.5%
	Total	4,948	1,184	23.9%

Source: IHL, 2024-25 Degrees, 5-Year Strategic Plan Benchmark Reporting

26. Licensure exam pass rate for graduate school graduates, by discipline.

Data:	Graduate Praxis (All Tests)	90.9%
	Other Graduate Licensure/Certification	81.8%
	All Graduate Licensure/Certification	85.1%

Sources: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: The Other category includes graduate students taking licensure exams in a variety of disciplines, primarily limited to health and education.

27. Percentage of graduate degrees awarded in science, technology, engineering, and math

Data:

Graduate Program of Study	One year	Five Year
Physical Science	16%	8.3%
Biological and Biomedical Science	43.9%	23%
Computer and Information Science	18.4%	NA
Engineering	24.9%	18%
Math	NA	NA

Notes: NA references numeric values less than 10 that were suppressed, along with the accompanying percentages, in accordance with SLDS Rules and Regulations.

Source: *Mississippi Institutions of Higher Learning Annual Workforce Report*, FY 2026. State Longitudinal Data System. Ten-year employment data is not available.

28. Percentage of Medical Doctor (M.D.) graduates remaining in Mississippi for residency.

Data: 44.2% (69 of 156 M.D. Graduates)

Source: UMMC, 2024-25 Residency Report

Commercialization of Academic Research

29. Dollar value of total external research grants and contracts awarded to Mississippi public universities.

Data: \$ 634,083,862 (All Fund Sources)

Source: IHL, FY2025 Research Catalog (Includes federal CARES funds)

30. Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.

Data: 83.0% (\$526,368,170 from Federal Sources)

Source: IHL, FY2025 Research Catalog (Includes federal CARES funds)

31. Number of patents obtained by Mississippi public universities in emerging technologies.

Data: 17 (FY2025, New Patents Issued)
61 (FY2025, New Patents Filed)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Patent figures include all institutions.

32. Number of private sector companies created as a result of activities at Mississippi public universities.

Data: 24

Notes: Information on private sector companies created as a result of activities at Mississippi universities is from the Mississippi University Research Authority Biennial Report.

4. Overview of the Agency Five-Year Strategic Plan

Mississippi's public universities play a crucial role in supporting the state's vision of strategic investment in its human capital and its mission to promote growth and the public good through the advancement of the individual. Through a tri-fold mission of education, research, and service, Mississippi's public universities advance the state and provide an excellent return on investment.

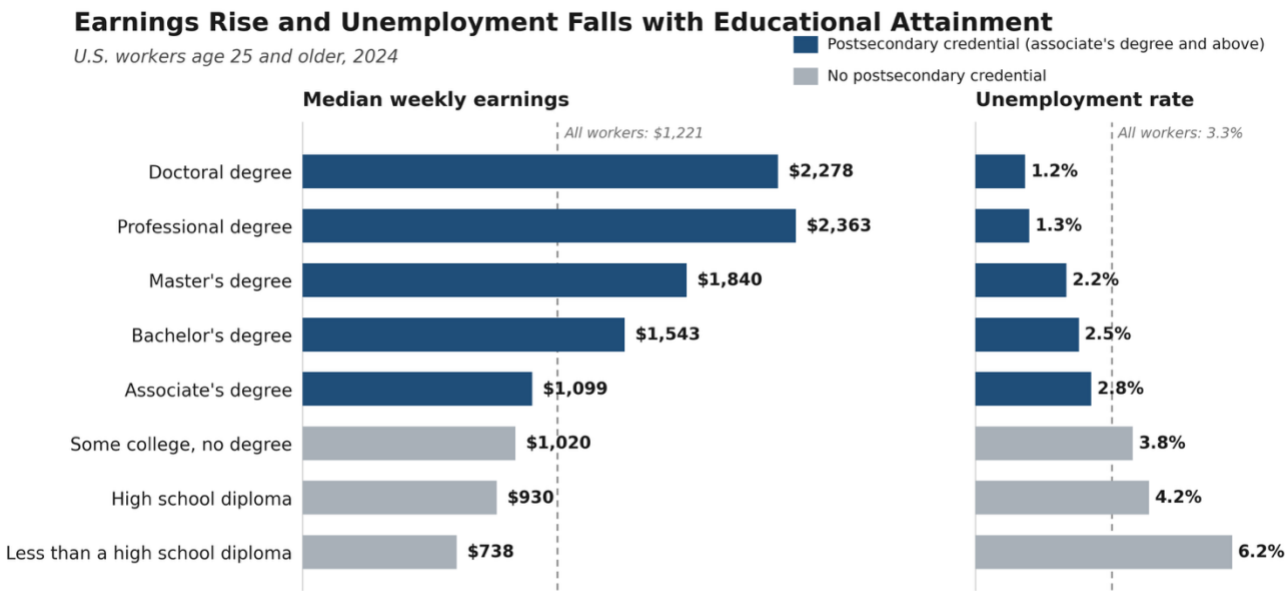
In Academic Year 2025, Mississippi public universities awarded 19,758 degrees, a 0.52 percent decrease in degrees conferred in the past four years. The number of graduates system-wide is the result of improved student retention and success efforts and programs that give students the support they

need to become well-prepared for Mississippi’s current and future workforce.

The College Board’s Education Pays 2026 report confirms that higher education continues to deliver strong economic and career returns. In 2024, the median earnings of full-time workers age 25 and older with a bachelor’s degree were \$81,800, compared with \$50,600 for high school graduates — a 62 percent earnings premium. After accounting for taxes, bachelor’s degree holders took home \$22,200 more annually than their high school counterparts, a 56 percent after-tax premium.

Employment outcomes also favor degree holders. In 2025, the unemployment rate for young adults ages 25 to 34 was 3.1 percent for college graduates, compared with 5.8 percent for those without a degree. Bachelor’s degree holders are also far less likely to live in poverty: in 2024, just 4 percent of adults age 25 and older with a bachelor’s degree lived in households below the poverty line, compared with 13 percent of high school graduates.

Data from the U.S. Bureau of Labor Statistics support this conclusion. As shown below, higher education pays as median earnings increase, and unemployment rates decrease with higher levels of educational attainment.



The benefits of postsecondary attainment extend well beyond individual earnings. Education Pays 2026 documents that degree holders are more likely to have access to employer-sponsored health insurance and retirement plans, more likely to participate in civic life and healthy behaviors, and better positioned to provide educational opportunities for their own children — outcomes that compound the public value of higher education across generations of Mississippians.

The public benefits of higher attainment are equally clear. As wages rise with education, so do tax contributions at the local, state, and federal levels — generating revenue that supports public services, infrastructure, and the next generation of educational investment. Education Pays 2026 also documents the strong relationship between higher attainment and reduced reliance on public assistance programs,

multiplying the fiscal return on Mississippi's investment in its public universities.

The IHL Executive Office staff assists in accomplishing the functions for which the Board of Trustees was established. The Office of Academic and Student Affairs coordinates system-wide activities by formulating, interpreting, and implementing policies related to academic programs, teaching and learning, student affairs, and continuing education. In addition, the Office of Academic and Student Affairs promotes academic quality to meet the academic, workforce, and lifelong needs of all Mississippians through work on the statewide educational attainment goal, college readiness and access, American Reads Mississippi, student affairs, articulation and transfer, applied baccalaureate studies, and accreditation.

College Readiness and Access

Building a strong workforce pipeline begins well before a student sets foot on a college campus. IHL works collaboratively with the Woodward Hines Education Foundation (WHEF) and its Get2College program, the Office of Student Financial Aid, the Mississippi Department of Education (MDE), the Mississippi Community College Board (MCCB), K-12 schools, community colleges, and universities to deliver College Countdown MS. College Countdown helps Mississippi high school seniors access higher education by providing assistance with college applications, the Free Application for Federal Student Aid (FAFSA), state grant applications, and college acceptance celebrations — removing barriers that would otherwise keep capable students out of the pipeline entirely.

IHL collaborated with MDE and MCCB to develop a state resource guide for Dual Enrollment and Accelerated Programs. The guide establishes standardized eligibility criteria, academic credit acceptance, and teacher qualifications — with a focus on course quality, credit transferability, and college access. By enabling students to earn college credit while still in high school, dual enrollment accelerates the path to a credential and, ultimately, to employment. The guide is reviewed and updated annually to remain aligned with both academic standards and workforce demands.

IHL works closely with MDE to ensure high school diploma options align with the college preparatory curriculum required for admission to Mississippi's eight public universities. IHL staff provide ongoing professional development to secondary and postsecondary counselors to support seamless transitions for students moving from high school to higher education. IHL also provides oversight of the MDE College and Career Readiness Task Force, which developed the Mississippi College and Career Readiness (CCR) course — required for all high school graduates since 2018. The CCR course equips students with the foundational skills employers and postsecondary institutions alike expect, strengthening Mississippi's talent pipeline from the earliest stages.

Student Affairs

Student affairs is a vital facet of the higher education experience. IHL staff collaborate with the admissions and student affairs administrative teams to promote the development and operation of student success and student support services.

Mental health concerns impact the academic performance and success of a college student's educational endeavor. According to a 2025 survey conducted by the American Council on Education (ACE), 84 percent of students felt occasionally or frequently anxious, and almost 90 percent felt overwhelmed by all they had to do. In 2021, the University of Mississippi Medical Center conducted a mental health needs assessment for IHL as part of a Governor's Emergency Education Relief (GEER) Fund grant. The study found that there are significant unmet mental health needs across the university system. For example, the study found that 60.3 percent of students surveyed reported experiencing elevated depression, and 51.1 percent reported

experiencing elevated anxiety. Most troubling, the study found that 22.4 percent reported experiencing suicidal ideation, which describes a range of contemplations, wishes, and preoccupation with death and suicide. In 2023, UMMC established the UNITE Clinic, which now offers all public university students free telehealth mental health services.

The Academic Common Market (ACM) continues to thrive as students take advantage of the tuition- savings program for college students in 15 Southern Regional Education Board states who want to pursue degrees that their in-state institutions do not offer. Students who qualify can enroll in out-of- state institutions that offer their degree programs and pay the institution's in-state tuition rates. Through the tuition-savings program coupled with Mississippi's solid and competitive academic degree program offerings, Mississippi consistently imports out-of-state students to its public universities to pursue degrees that are not available in their home state. More than 1,900 undergraduate and graduate programs are available through the Academic Common Market.

Transfer Students

Since 1991, IHL and the Mississippi Community College Board (MCCB) have had an articulation agreement to identify coursework that will transfer from any of the 15 community colleges in the state to specific majors at the eight public universities. The goal of this agreement is to provide community colleges with an advising tool that will specify requirements for all undergraduate degree programs and help students transfer to a public university in Mississippi without loss of earned academic credit. This agreement is managed by IHL staff and is reviewed and updated annually.

Students who attend a Mississippi community college but transfer to a Mississippi public university before completing an associate degree are notified upon earning 62 credit hours that they may be eligible for a reverse transfer associate degree. If students agree to this process, their transcripts are sent to the community college, and the student is awarded an associate degree while enrolled at the university. This agreement between IHL and MCCB has been in place since fall 2013.

Applied Baccalaureate Studies

Mississippi's public universities provide an accelerated degree pathway for adult learners with an Associate of Applied Science (AAS) degree who need additional education to advance their careers. The applied baccalaureate degree prepares adult learners to assume leadership roles and make a greater contribution in the workplace.

Building upon the 30/45/60 stackable credential national model, which is used by the Mississippi community colleges, the applied baccalaureate accepts 45 technical credit hours and 15 general education credit hours earned in the AAS. The policy allows institutions to exercise flexibility in determining the remaining 15 general education core requirements and based on the specific needs of adult learners in the workplace. The program requires 120 credit hours.

Accreditation

IHL manages, directs, informs, and supports the Mississippi Commission on College Accreditation (MCCA). MCCA has the statutory authority and duty to approve all colleges and universities or other entities domiciled, incorporated, or otherwise located in the state and offering one or more postsecondary academic degrees.

IHL also manages the State Authorization Reciprocity Agreements (SARA), which is a set of agreements between member states, districts, and territories that establishes comparable national

standards for interstate distance education program offerings. These agreements provide the State the opportunity to pursue membership in SARA to lighten the financial burden of public universities and other eligible authorized institutions in the state in meeting federal regulations regarding distance education. SARA is intended to make it easier for students to complete distance education programs offered by postsecondary institutions based in another state while still ensuring quality and consumer protection. Thirty-three of the 34 Mississippi institutions on the List of Approved Colleges and Universities are participating in the SARA initiative, including public universities and community colleges, and independent colleges and universities. Also, on the List of Approved Colleges and Universities, MCCA authorizes 35 Mississippi institutions and five institutions outside the borders of Mississippi to award postsecondary degrees.

IHL monitors institutional compliance with IHL Board policies regarding regional and professional accreditation, thus ensuring the quality of higher education programs offered to Mississippi residents.

Research and Economic Development

Research and economic development efforts led by Mississippi public universities play a crucial role in achieving the statewide goal of developing a robust state economy that provides the opportunity for productive employment for all Mississippians. In addition to producing graduates to meet workforce needs, universities provide research that sparks innovation and assistance to technology start-ups. IHL and the four research universities (Jackson State University, Mississippi State University, the University of Mississippi, and the University of Southern Mississippi) work with the Mississippi Development Authority (MDA) to leverage university research to expand the knowledge economy in our state. This partnership builds on university research to develop and attract new, high-paying jobs with an emphasis on six emerging technology sectors: autonomy, data science, advanced materials, biomedical, sensors and diagnostics, and agriculture.

Preparing graduates to meet current and future workforce needs is an essential function of Mississippi public universities. In 2025, Mississippi Public universities produced 4,741 graduates in science, technology, engineering, and math (STEM) fields.

In FY 2025, Mississippi Public universities were engaged in more than \$526 million in research. About 83 percent of the research funding comes from federal sources. This funding is an indication of the national competitiveness of the universities in the state of Mississippi, the quality of research and sponsored programs they conduct, and the federal relief funds provided in response to the COVID-19 pandemic. These resources provide essential funds to the state's public universities, strengthening their research, teaching, and service missions. Much of the research also supports the statewide goal to increase the length and quality of the lives of all Mississippians and the statewide goal of protecting, restoring, and conserving the state's natural resources.

The Board of Trustees is committed to fostering a more prosperous Mississippi by creating, enhancing, and sustaining partnerships between Mississippi businesses, economic developers, and public universities. University economic development partnerships attract, strengthen, and support new and existing businesses in Mississippi.

Facilities

To support academic programs and research, Mississippi public universities have eight main campuses, the University of Mississippi Medical Center, and 12 satellite centers with 41,957,998 gross square feet in 1,635 buildings on more than 12,000 acres of land. IHL's Office of Real Estate and Facilities manages all affairs relating to the capital improvement process, repair and renovation programs,

property management, educational building corporation projects, and public-private development projects. The office ensures that facilities adequately support the academic needs of the institutions, that needs are determined and prioritized for funding, that funded projects are monitored and kept on schedule to optimize results for expenditures, and that construction and maintenance programs are reviewed and monitored for effectiveness.

Goals, Objectives, and Strategies

Mississippi's public universities are a collective and unmatched resource for advancing the state. Working in concert, they educate and develop Mississippi's workforce, conduct research that addresses the state's most pressing challenges, and deliver services that improve quality of life in every corner of the state.

The university system's goals are to produce a more educated, workforce-ready citizenry, generate research with real-world applications, and extend services that strengthen communities statewide. Progress toward these goals is measured by retention and graduation rates, employment outcomes for graduates, research productivity within available funding, and service delivery across all 82 counties.

To achieve these goals, the university system will:

- Align academic programs with Mississippi's current and emerging workforce needs
- Manage limited resources efficiently and strategically
- Attract and retain high-quality faculty and staff
- Leverage university research and assets to support Mississippi businesses, improve health outcomes, and increase agricultural productivity
- Strengthen pathways between higher education and employment — connecting graduates to industries that need them

5. IHL's External/Internal Assessment

Several factors, both internal and external, may influence the university system's ability to achieve targeted performance goals.

External Risk Factors:

- Universities are facing increasing labor costs to hire employees at all levels. As employers increase minimum pay, universities must keep pace.
- Stable state support is essential for keeping tuition prices lower than the surrounding states.
- Recent inflation, while moderated from its 2022 peak, continues to affect every aspect of university budgets. Increased state support is needed to help cover rising costs and keep higher education accessible for students.
- As universities rely heavily on tuition for their budgets, they need larger enrollments to generate more tuition revenue. Projections from The College Board indicate a nationwide demographic shift following the high school graduating class of 2025, with subsequent classes experiencing a significant population decline. A smaller pool of high school graduates will increase the competition for students among Mississippi universities, community colleges, and out-of-state institutions. This will intensify the pressure on universities to keep tuition rates as low as possible and to increase institutional scholarship aid budgets.
- Mississippi's competitive position for major economic development opportunities is directly tied to the educational attainment of our labor force.
- Universities operate in a highly competitive environment. Mississippi public universities compete nationally and internationally to attract students and faculty members.

- Universities strive to attract the best and brightest students to attend college in Mississippi and encourage them to stay and build careers in Mississippi upon graduation. However, it is challenging to compete for these students and graduates when other states offer larger financial aid packages and more attractive employment opportunities.
- The system has more than \$2 billion in deferred maintenance and facilities needs. In the competitive higher education market, students, faculty, and researchers seek the best possible learning, living, and work environments. Facilities that are outdated or in poor condition hinder our ability to compete for students, faculty, and researchers. Universities regularly seek external funding for renovating facilities and use self-generated funds to perform maintenance; however, continued regular state support through bonds and appropriations is needed to properly maintain state buildings located on the university campuses.
- The academic preparedness of students entering the system continues to be a challenge. In Fall 2024, 26.4 percent of entering freshmen took at least one remedial course. The cost of delivering remedial courses is a concern, but more importantly, students who take remedial courses are delayed on their path to completion because the courses are non-credit bearing. A student who takes three to six hours of remedial courses in their freshman year will be three to six hours behind in reaching graduation. This could result in the student incurring the cost of taking an extra semester of classes to fulfill graduation requirements or not graduating at all. Universities are making strides to establish support systems that allow more students to enroll immediately in credit-bearing courses such as co-requisite remediation, but traditional remedial courses will still be needed for some students.
- Technology is a mission-critical element of the university system. Students, faculty, and researchers need the latest technology devices and the bandwidth to support them. Keeping up with changing technology is a challenge, particularly for campuses in rural areas that do not have adequate infrastructure to support technology-intensive operations.
- Technology infrastructure is especially important in the delivery of online courses. Online education allows adult learners access to higher education at a Mississippi public university, no matter where they live. Helping more place-bound adult learners earn baccalaureate degrees is essential if we are to increase the level of educational attainment in Mississippi. More students are taking advantage of the accessibility and convenience provided by online education. In Fall 2024, 62.0 percent of students were enrolled in an online course, an increase of more than 13,800 students since Fall 2019.
- The ever-increasing role of technology in higher education requires a greater focus on data security. Regular cybersecurity audits, upgrades of security systems and protocols, cybersecurity insurance, and employment of cybersecurity experts are needed to protect confidential data held by the universities.

Internal Risk Factors:

- Universities are facing serious challenges in meeting the mental health needs of students. Hiring and retaining qualified personnel to fully staff campus mental health services is difficult, particularly for campuses in rural areas.
- To raise the educational attainment level in the state, universities are finding ways to accommodate adult learners who are balancing work and family obligations with their desire to earn a college degree. Serving these students requires universities to offer more evening and weekend class options, online courses, and customized student support. In Fall 2025, universities offered 3,010 online undergraduate courses.
- Although we are making progress, faculty salaries in Mississippi continue to lag the regional

average. In the budget request, IHL is requesting additional funding to bring our universities in line with the SREB average. Mississippi faculty are paid roughly 77 percent of what neighboring states pay. We appreciate the support from the Legislature to move faculty pay closer to the SREB average.

- The IHL Executive Office manages the Education and Research Center, which houses eight other agencies that occupy 70 percent of the square footage in the facility. The small fee paid by these agencies for security, maintenance, and utilities is far short of the actual operational cost, requiring the IHL Executive Office budget to subsidize the tenant agency budgets by roughly \$650,000 in unreimbursed costs during FY 2025. The cost of maintaining the aging Education and Research Center buildings continues to be a challenge for the Executive Office in fulfilling its role of helping the Board of Trustees provide proper oversight, manage system initiatives, and advance higher education in our state.

5(A). Internal Management Systems Used to Evaluate the Agency's Performance

The Board of Trustees has established prudent governance policies and receives regular reports on the effectiveness of system programs and initiatives. The Board holds regular public meetings to consider policy matters and approve business transactions as state law and Board policy require.

The Board of Trustees, the Commissioner, and the Commissioner's executive team monitor and evaluate the development, implementation, success, and effectiveness of the performance of the Board Office, the individual institutions and related units, and the system. They also ensure that the processes and procedures involved in system planning and accountability progress promptly.

In addition, the Board of Trustees established a robust internal audit program that assists in achieving sound managerial control over all aspects of system operations, including accounting, asset management, information management, control systems, and other such activities.

Finally, the Board of Trustees utilizes a financial sustainability policy to enhance the Board's fiscal management of the institutions of higher learning to accomplish the university system's mission. The Board of Trustees and Board staff provide financial guidance and oversight so that the core functions of instruction, public service, and research can be accomplished in a financially sustainable manner for the long-term benefit of Mississippi. While new opportunities to serve students, citizens, and patients arise from time to time, the Board wishes to ensure that each institution engages in these opportunities from a position of financial sustainability.

6. IHL Goals, Objectives, Strategies, and Measures by Program

Each institution has a distinct mission that is consistent with the statement of institutional purpose and mission required by the Southern Association of Colleges and Schools Commission on Colleges, as well as the Board and system mission statements. Program goals, objectives, strategies, measures, and action plans are set at the institutional level to be consistent with the institution's unique core mission. The attached institutional strategic plans provide detailed information on program goals, objectives, strategies, and measures for the eight public universities.

The Mississippi Office of Student Financial Aid
157-00

2028-2032
Five-Year Strategic Plan

1. Comprehensive Mission Statement

The two-fold public service mission of the Mississippi Office of Student Financial Aid is to provide financial assistance to students in pursuit of educational and professional goals and to help the state achieve the goal of a more educated citizenry while alleviating critical workforce needs in specific service areas.

2. Philosophy

The Mississippi Office of Student Financial Aid is committed to the advancement of our state through education and workforce development. It is our belief that student financial assistance benefits not only the individual but also the general public. The philosophy of the Office is to alleviate the familial burden of paying for college, while being good stewards of the state's limited resources. The Office strives to operate efficiently by utilizing technology and leveraging partnerships; transparently by reporting on our operations and being accessible to the public; and safely by complying with all state and federal laws enacted for the protection of privacy.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Economic Development – To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Relevant Benchmarks #1:

- Percentage of the civilian non-institutional population 16 years and over employed
- Job vacancy rate, by industry and occupation
- Wage and salary disbursements (total earnings)
- Average annual pay
- Median household income
- Percentage of workers whose family income falls above 150% of the federal poverty guidelines

Statewide Goal #2: Public Schools - To make available a quality K-12 public education for all Mississippians that prepares them, upon high school graduation, to either enter the labor force with an employable skill or to successfully complete a higher education program.

Relevant Benchmarks #2:

- Percentage of public-school core academic subject classes staffed with teachers who are highly qualified
- Percentage of public-school teachers certified through alternative programs

Statewide Goal #3: Higher Education - To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks #3:

- Percentage of full-time, first-time enrollment cohort who earns half of the total required credit hours for graduation by the end of the first year at a community college or by the end of the second year at a university
- Percentage of full-time, first-time enrollment cohort who graduate with a college credential in the appropriate timeframe
- Percentage of state's population age 25 years and over with a bachelor's degree or higher
- Number of graduates in high-need disciplines (i.e., science, technology, engineering, math, education, including non-teaching areas and nursing), by discipline
- Number of graduates in teaching from Mississippi public higher educational institutions
- Percentage of teacher candidates from Mississippi public higher educational institutions who become Mississippi public school teachers following graduation
- Percentage of graduates in high-need disciplines practicing in Mississippi, by discipline
- Percentage of Mississippi median family income required to cover tuition and fees at Mississippi community colleges and at Mississippi public four-year higher educational institutions
- Average student debt upon graduation

Statewide Goal # 5: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

Relevant Benchmarks #5:

- Administrative efficiency: Expenditures on state government administrative activities as a percentage of total operational expenditures
- Number and average cost of regulatory actions taken, by regulatory body and type of action
- State dollars saved by providing government services online (e.g., document retrieval, issuance of new business permits, license renewal)

4. Overview of the Agency 5-Year Strategic Plan:

The Mississippi Office of Student Financial Aid will continue to administer effectively and efficiently the state's many, diverse financial assistance programs. The Office will budget

responsibly and provide meaningful support to the Postsecondary Education Financial Assistance Board. The Office seeks to make college more accessible to and affordable for Mississippi students through the timely, simple disbursement of financial aid.

The Office will continue efforts to improve communication with students, parents, and high school counselors about the state-supported financial aid programs available. The Office partners closely with the staff of Get2College, a program of the Woodward Hines Education Foundation (WHEF). Get2College offers free college planning and financial aid help to students statewide. The staff of Get2College is highly knowledgeable of college access and is cross trained on state financial aid. The Office will continue to utilize social media and conduct workshops for high school counselors, but the Office will rely more heavily on partners like Get2College to represent state aid at college fairs, college nights/parent nights, and other outreach initiatives. The Office will also coordinate its efforts with the Mississippi Association of Student Financial Aid Administrators, the ACT Council and State Organization, College Countdown, Mississippi Counselors Association, and the Magnolia School Counselors Association among others.

The accessibility of all state-funded financial aid programs will be evaluated annually through careful monitoring of program rules and regulations and the application process to determine if any such rules and regulations and/or the application process have consistently limited student access to a program or created an undue hardship to eligible applicants.

The Office will maximize its use of technology to provide efficient delivery of financial resources to students, accurate assessment of program development, and increased personnel productivity.

The Office will implement management strategies that ensure all authorized programs grow and develop in an orderly and rational manner, that the resources entrusted to the office are used effectively and efficiently, and that the programs and services of the system are of the highest quality.

The Office will administer the residency-based Mississippi Resident Tuition Assistance Grant (MTAG) and the merit-based Mississippi Eminent Scholars Grant (MESG) according to law to make college more accessible and affordable for some Mississippi students. MTAG is unavailable to students who qualify for the maximum federal Pell grant. The office supports expanding access to MTAG to max Pell Grant recipients, part-time students, and adult learners. The office supports full funding of the legislatively authorized FAITH Scholarship for foster youth and the UPSKILL Mississippi Grant program for adults pursuing credentials in programs that lead to work in priority sectors.

The Office will continue to advocate for more need-based aid programs to ensure that low- and moderate-income Mississippi students have access to affordable higher education opportunities. Currently, low-income students (maximum Pell-eligible) cannot by law qualify for MTAG, but can qualify for the Higher Education Legislative Plan for Needy Students (HELP) by also meeting certain academic requirements. The HELP program provides full tuition scholarships to students with demonstrated financial need who are college ready upon

graduating from high school. The HELP Grant program budget anticipates tuition increases of 2.5%.

The Office will administer the state's forgivable loan programs according to law to help the state achieve the goal of a more educated citizenry while alleviating critical workforce needs in specific service areas. Nevertheless, data show forgivable loan programs to be ineffective and inefficient. The Office will continue to work with the Postsecondary Board and legislators to make data-driven recommendations for the elimination, consolidation, and/or conversion to loan repayment programs of the state's remaining forgivable loan programs.

5. Agency's External/Internal Assessment:

External Assessment:

- a) **Funding** - Funding instability is an ongoing threat to the effective and efficient administration of student financial aid. Annually, the Office requests the funds needed to fully award all students who demonstrate eligibility for the programs as established by state law. When the amount appropriated is less than the amount needed, the Office must work with the Postsecondary Board to make difficult decisions regarding who will and will not be awarded to balance the budget as required by law. Mississippi law requires that awards be made first to all undergraduate grant applicants, then to loan applicants on a first-come, first-served basis. If funds are still inadequate, then grant funds must be pro-rated. In recent years, the uncertainty of receiving a deficit appropriation resulted in late awards and student frustration and fear.
- b) **Timing** – The timing of the budget process coupled with the uncertainty of full funding results in SFA making award offers to students in July before they plan to start college in August. Ideally, a mechanism to “forward fund” financial aid would be created so that the appropriation received in one year could fund the awards made in the next aid year. This would require two years of funding in the initial year but would allow the Office to make award offers to students as they apply and become eligible rather than waiting until a month before school starts to make awards.
- c) **Newly Created Programs** - The creation of new state student financial aid programs places an increased administrative burden on the Office. Although funding is often appropriated for the purpose of making awards through newly created programs, additional funding for administration is typically not provided. Adequate time for implementation often is not allowed. The Office cannot implement a grant or loan program in three to five months. A full aid year is needed between the creation of a program and the anticipated implementation of said program.
- d) **Need-Based Aid** – Despite the growth of the HELP grant, additional need-based aid is needed to improve college access and affordability to help the state meet its education attainment goal, Ascent to 55%.
- e) **Program Changes** - Legislative changes to existing programs will impact student eligibility rates, award rates, and the amount of money needed to award eligible students.
- f) **Student Choice** - Student choice and performance continuously impact award rates and award amounts. The student's institution and major can impact whether or not a

- student is eligible for some state aid as well as the amount of aid for which the student is eligible. Academic performance, such as hours completed and GPA, can also impact whether or not a student establishes and/or maintains aid eligibility.
- g) Student Aid Index (SAI, formerly known as Expected Family Contribution or EFC) - Changes to the SAI formula for federal aid eligibility impact eligibility for the Mississippi Resident Tuition Assistance Grant. There is an inverse relationship between SAI and MTAG eligibility. If more students qualify for a zero SAI (and maximum Pell grant), fewer students will qualify for MTAG. If fewer students qualify for a zero SAI, more students will qualify for MTAG.
 - h) Interest Rate - The interest rate charged on state forgivable loans is equal to the unsubsidized federal student loan rate at the time a student enters repayment. As the federal rate increases and decreases, so does the state rate. The federal rate changes annually with the 10-Year Treasury Note. Due to the future variability of federal student loan interest rates, it is difficult to estimate the future revenue stream from interest income collected on the repayment of state forgivable loans.
 - i) Collections - Far fewer loans have been issued in recent years due to budget shortfalls and the elimination of forgivable loan programs. Therefore, the revenue collected on the repayment of loans declined significantly in FY 2023 and is expected to remain depressed in future years as fewer students enter monetary repayment, leaving the Office more dependent upon General Fund appropriations to meet budgetary demands.
 - j) Administrative Burden - Federal regulations can impact the administration of state financial aid, particularly the administration of loans. In recent years, the Office has responded to new regulations requiring multiple disclosures on all non-federal loans (even state loans); intensified identity theft protection rules; changes to allowable collection costs; and restrictions on the use of telephone technology to contact borrowers. The Office incurs costs to comply with new federal and state regulations.

Internal Assessment:

- a) All funds administered by the Board shall be accounted for in an annual report that shall be submitted to the Legislature within ten (10) days after the convening of each new legislative session. The report should detail for each grant, scholarship, or forgivable loan program the number of recipients, the total amount of awards made, and the average award amount. The report shall include the number of students at each institution receiving financial assistance and the amount of such assistance. For forgivable loan programs, the report shall also include a summary of the repayment status and method of repayment for student cohorts as well as an accounting of the receipt of funds in repayment. Furthermore, all funds received and expended shall be reported and otherwise accounted for in accordance with the provisions of Section 37-106-11, Mississippi Code of 1972, except where individual identifying information must be withheld pursuant to the Family Educational Rights and Privacy Act (FERPA), 20 U.S.C. § 1232g; 34 CFR Part 99.
- b) The Office continuously assesses the state's financial aid programs.
 - 1. The Office worked with the Harvard University Kennedy School of Government on a project using Regression Discontinuity Design Method to evaluate the Mississippi Eminent Scholars Grant (MESG) and the Mississippi Resident

Tuition Assistance Grant (MTAG) on their impact on in-state enrollment and degree completion.

2. The Office applied for and received “Technical Assistance” from the Education Commission of the States as part of its Redesigning State Financial Aid project. ECS reviewed Mississippi’s state aid programs through the lens of four principles of redesign. These four principles maintain that 1) aid programs should be student centered; 2) aid programs should be goal driven and data informed; 3) aid programs should be timely and flexible; and 4) aid programs should be broadly inclusive.
3. The State Longitudinal Data System should be expanded to include data from Student Financial Aid. NSPARC published a report in 2018 regarding the effectiveness of state aid programs; however, the report should be completed annually.
4. The Office continues to work with the Postsecondary Board to develop recommendations to be presented to the Mississippi Legislature for redesigning the state student financial aid programs to be more effective and efficient.

Internal Management System

The Office operates under the auspices of the Mississippi Institutions of Higher Learning, which oversees the daily administration of state student financial aid. The Office works closely with the Mississippi Postsecondary Education Financial Assistance Board, which bears authority for all aspects of the state financial aid programs and the administrative rules governing those programs. The Postsecondary Board meets about four or five times a year to address program and budget-related issues.

6. Agency Goals, Objectives, Strategies and Measures for FY 2026 through FY 2030:

Budget Program 1: Administration

Goal: Effectively and efficiently administer the state’s many diverse financial assistance programs.

Objective: Manage the application and award process for all programs as the primary function of the Mississippi Office of Student Financial Aid.

Outcome: Number of new applicants supported as evidenced by the number of new applications received

Outcome: Number of renewal applicants supported as evidenced by the number of renewal applications received

Outcome: Number of applicants supported throughout the application process as evidenced by the number of applicants who receive awards

Strategy: Administer all Student Financial Aid programs and carry out the functions of the Mississippi Postsecondary Education Financial Assistance Board.

Output: Total cost of Administration program

Output: Total amount of SFA annual operating budget

Output: Number of full-time employees

Efficiency: Administrative cost as a percentage of the total budget

Strategy: Promote awareness of the available state-supported financial aid programs among students, parents, and school counselors.

Output: Number of outreach events for students, parents, and counselors

Output: Number of ads and/or articles in publications

Output: Number of social media followers

Output: Number of school districts and private high schools with an active data-sharing agreement in MAAPP

Output: Number of high school counselors with an active account in MAAPP

Efficiency: Administrative cost per applicant

Efficiency: Administrative cost per award recipient

Objective: Manage the servicing of the state forgivable loans programs.

Outcome: Minimized percentage of defaults on all state forgivable loan programs for all cohorts

Outcome: Maximized average rate of on-time repayment through service on all state forgivable loan programs for all cohorts

Strategy: Conduct default prevention activities and exercise due diligence in collection practices.

Output: Number of separation, grace-ending, service deferment/cancellation, and past due notices mailed/emailed

Output: Funds collected in repayment of forgivable loans

Output: Tax offset funds collected

Efficiency: Average collections per repayment account

Budget Program 2: MTAG/MESG and HELP

Goal: Effectively and efficiently administer the state's undergraduate grant programs.

Objective: Make financial aid awards to Mississippi residents who qualify for one of the state's primary undergraduate grant programs (MTAG, MESG, and HELP).

Outcome: Percentage of eligible applicants who receive an undergraduate grant award

Strategy: Administer the primary undergraduate grant programs.

Output: Total number of students receiving financial aid through the primary undergraduate grant programs (MTAG, MESG, and HELP)

Output: Total amount of funds awarded through the primary undergraduate grant programs (MTAG, MESG, and HELP)

Output: Total number of primary undergraduate grant programs

Efficiency: Average student award through the primary undergraduate grant programs

Strategy: Administer the Mississippi Resident Tuition Grant Program (MTAG) to assist with the cost of tuition for full-time Mississippi students with a 15 ACT and/or 2.5 GPA who are not eligible for a maximum federal Pell grant.

Output: Number of MTAG recipients

Output: Amount of MTAG awarded

Efficiency: Average student award through the MTAG program

Strategy: Administer the Mississippi Eminent Scholars Grant Program (MESG) to reward full-time Mississippi students for excellent academic achievement (29 ACT and 3.5 GPA) in high school and to encourage high achieving students to stay in-state for college.

Output: Number of MESG recipients

Output: Amount of MESG awarded

Efficiency: Average student award through the MESG program

Strategy: Administer the Higher Education Legislative Plan for Needy Students (HELP) scholarship to provide financial assistance for full-time Mississippi

students with financial need who demonstrate college readiness with a 20 ACT, 2.5 GPA, and completion of a college prep curriculum.

Output: Number of HELP recipients

Output: Amount of HELP awarded

Efficiency: Average student award through the HELP program

Budget Program 3: Forgivable Loan and Repayment Programs

Goal: Effectively and efficiently administer the state's forgivable loan and loan repayment programs.

Objective: Make financial aid awards to Mississippi residents who qualify for one of the state's forgivable loan or loan repayment programs (CNDT, SLPL, SREB, or WRTR).

Outcome: Percentage of eligible applicants who receive a forgivable loan or loan repayment award

Strategy: Administer the state forgivable loan programs.

Output: Total number of students receiving financial aid through the forgivable loan or loan repayment programs

Output: Total amount of funds expended on the forgivable loan or loan repayment programs

Output: Total number of forgivable loan and repayment programs

Efficiency: Average student award through the forgivable loan and repayment programs

Strategy: Administer the Critical Needs Dyslexia Therapy Teacher Forgivable Loan (CNDT), which is available to Mississippi teachers who are seeking a Class AA Educator's License with a 203 Endorsement for Dyslexia Therapy.

Output: Number of CNDT awards

Output: Amount of CNDT awards

Efficiency: Average student award through the CNDT program

Explanatory Note: SFA requests the Legislature phase out remaining forgivable loan funds and target available funds to the undergraduate grant programs and loan repayment programs.

Strategy: Administer the Speech-Language Pathologist Forgivable Loan Program (SLPL), which awards master's degree students in Speech-Language Pathology, Communicative Disorders, or Communication Sciences and Disorders who plan to serve as licensed speech-language pathologists in a Mississippi public or charter school.

Output: Number of SLPL awards

Output: Amount of SLPL awards

Efficiency: Average student award through the SLPL program

Explanatory Note: SFA requests the Legislature phase out remaining forgivable loan funds and target available funds to the undergraduate grant programs and loan repayment programs.

Strategy: Administer the Southern Regional Education Board Forgivable Loan Program (SREB), which awards Mississippi students in out-of-state optometry programs contracted through the SREB Regional Contract Program.

Output: Number of SREB awards

Output: Amount of SREB awards

Efficiency: Average student award through the SREB program

Explanatory Note: Mississippi previously contracted for 9 seats per entering class, for a total of 36 contract seats each year. The 2025 Legislature increased the number of new contract seats to 10 each year. The cost of each contract seat increases annually. Therefore, the annual request for funds will increase each year.

Strategy: Administer the William F. Winter – Jack Reed, Sr. Teacher Loan Repayment Program (WRTR), which provides funds to repay a portion of the student loans of eligible Mississippi teachers in exchange for their service in a Mississippi public or charter school.

Output: Number of WRTR awards

Output: Amount of WRTR awards

Efficiency: Average award through the WRTR program

Budget Program 4: Other

Goal: Effectively and efficiently administer the state's other financial assistance programs.

Objective: Make financial aid awards to students who qualify for one of the state's other programs.

Outcome: Percentage of eligible applicants who receive an award through one of the state's other programs

Strategy: Administer the state's other programs.

Output: Total number of students receiving financial aid through other programs

Output: Total amount of funds expended on the other programs

Output: Total number of programs

Efficiency: Average student award through the other state programs

Strategy: Administer the Law Enforcement Officers and Firefighters Scholarship Program (LAW), which provides education to the dependents of deceased or disabled service men and women.

Output: Number of LAW awards

Output: Amount of LAW awards

Efficiency: Average student award through the LAW program

Strategy: Administer the Nissan Scholarship Program (NISS), which provides aid to students at public institutions who major in a field that will advance the automotive industry in Mississippi.

Output: Number of NISS awards

Output: Amount of NISS awards

Efficiency: Average student award through the NISS program

Explanatory Note: Awards are made from investment dollars set aside for this purpose. Nissan determines annually how many students will be awarded.

Strategy: Administer the Rep. Bill Kinkade Fostering Access and Inspiring True Hope (FAITH) Scholarship Program. The FAITH Scholarship was created by the

2022 Legislature to provide up to full cost of attendance awards to students who have interacted with the state's foster care system.

Output: Number of FAITH awards

Output: Amount of FAITH awards

Efficiency: Average student award through the FAITH program

Explanatory Note: Awards are made from EEF dollars appropriated for this program. Costs are expected to escalate for the first five to six years as the program grows and then stabilize at around \$5,000,000 annually with increases due to increases in the annual Cost of Attendance.

5-Year Strategic Plan with Expenditures by Program (FY 2028 - FY 2032)									
Expenditures by Program	FY 2028	FY 2029		FY 2030		FY 2031		FY 2032	
	Amounts	Amounts	Additional Over Prior Year	Amounts	Additional Over Prior Year	Amounts	Additional Over Prior Year	Amounts	Additional Over Prior Year
1- Administration									
Salaries, Wages and Fringes	\$ 1,147,673	\$ 1,182,103	\$ 34,430	\$ 1,217,566	\$ 35,463	\$ 1,254,093	\$ 36,527	\$ 1,291,716	\$ 37,623
Travel	\$ 10,500	\$ 11,025	\$ 525	\$ 11,576	\$ 551	\$ 12,155	\$ 579	\$ 12,763	\$ 608
Contractual Service	\$ 561,000	\$ 572,220	\$ 11,220	\$ 583,664	\$ 11,444	\$ 595,338	\$ 11,673	\$ 607,244	\$ 11,907
Commodities	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -
Equipment	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -
Total Administration	\$ 1,739,173	\$ 1,785,348	\$ 46,175	\$ 1,832,807	\$ 47,459	\$ 1,881,586	\$ 48,779	\$ 1,931,723	\$ 50,137
2- MTAG/MESG and HELP									
MTAG	\$ 10,963,389	\$ 11,073,023	\$ 109,634	\$ 11,073,023	\$ -	\$ 11,073,023	\$ -	\$ 11,073,023	\$ -
MESG	\$ 9,181,081	\$ 9,272,892	\$ 91,811	\$ 9,272,892	\$ -	\$ 9,272,892	\$ -	\$ 9,272,892	\$ -
HELP	\$ 40,119,577	\$ 41,533,792	\$ 1,414,215	\$ 42,572,137	\$ 1,038,345	\$ 43,636,440	\$ 1,064,303	\$ 44,727,351	\$ 1,090,911
Total MTAG/MESG and HELP	\$ 60,264,047	\$ 61,879,707	\$ 1,615,660	\$ 62,918,052	\$ 1,038,345	\$ 63,982,355	\$ 1,064,303	\$ 65,073,266	\$ 1,090,911
3 - Forgivable Loan & Repayment Prgs									
Teacher Programs:									
CNDT (Graduate)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Winter-Reed Loan Repay	\$ 2,000,000	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -
Health/Science Related Programs:									
SLPL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SREB	\$ 781,704	\$ 845,766	\$ 64,062	\$ 912,560	\$ 66,794	\$ 935,400	\$ 22,840	\$ 958,800	\$ 23,400
Total Forgive Ln/Repay Programs	\$ 2,781,704	\$ 2,845,766	\$ 64,062	\$ 2,912,560	\$ 66,794	\$ 2,935,400	\$ 22,840	\$ 2,958,800	\$ 23,400
4 - Other									
LAW	\$ 123,000	\$ 151,290	\$ 28,290	\$ 155,072	\$ 3,782	\$ 158,949	\$ 3,877	\$ 162,923	\$ 3,974
Nissan	\$ 23,575	\$ 24,164	\$ 589	\$ 24,768	\$ 604	\$ 25,388	\$ 619	\$ 26,022	\$ 635
FAITH Scholarship	\$ 4,720,395	\$ 5,087,237	\$ 366,842	\$ 5,667,846	\$ 580,609	\$ 5,809,542	\$ 141,696	\$ 5,954,780	\$ 145,239
UPSKILL	\$ 1,500,000	\$ 2,250,000	\$ 750,000	\$ 3,000,000	\$ 750,000	\$ 3,000,000	\$ -	\$ 3,000,000	\$ -
Total Other	\$ 6,366,970	\$ 7,512,692	\$ 395,722	\$ 8,847,686	\$ 584,995	\$ 8,993,879	\$ 146,192	\$ 9,143,726	\$ 149,847
TOTAL Lns, Schols, Grants	\$ 69,412,721	\$ 72,238,164	\$ 2,075,443	\$ 74,678,298	\$ 1,690,134	\$ 75,911,634	\$ 1,233,336	\$ 77,175,792	\$ 1,264,158
TOTAL SFA BUDGET	\$ 71,151,894	\$ 74,023,512	\$ 2,121,618	\$ 76,511,105	\$ 1,737,592	\$ 77,793,220	\$ 1,282,115	\$ 79,107,515	\$ 1,314,295

5-Year Strategic Plan with Funding by Source (FY 2028 - FY 2032)

SFA BUDGET 28-32 Sources	FY Funding	FY 2028	FY 2029		FY 2030		FY 2031		FY 2032		
		Total Needed	Total Needed	Additional Over Prior Year	Total Needed	Additional Over Prior Year	Total Needed	Additional Over Prior Year	Total Needed	Additional Over Prior Year	
SFA APPROPRIATION											
GOV. APPROPRIATIONS											
General Support		\$ 64,087,924	\$ 66,592,111	\$ 2,504,187	\$ 68,498,491	\$ 1,906,380	\$ 69,638,290	\$ 1,139,799	\$ 70,806,712	\$ 1,168,422	
General Support Re-appropriated		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
General Support - Deficit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
EEF - New											
FAITH & Winter-Reed		\$ 6,720,395	\$ 7,087,237	\$ 366,842	\$ 7,667,846	\$ 580,609	\$ 7,809,542	\$ 141,696	\$ 7,954,780	\$ 145,239	
MTAG, MESG & HELP		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
EEF - Reappropriated											
FAITH & Winter-Reed		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
FAITH		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Winter-Reed		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Gov. Appropriations		\$ 70,808,319	\$ 73,679,348	\$ 2,871,029	\$ 76,166,336	\$ 2,486,988	\$ 77,447,832	\$ 1,281,495	\$ 78,761,492	\$ 1,313,661	
OTHER SPECIAL FUNDS											
GRANTS AND CONTRACTS											
Federal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
State		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Grants and Contracts		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
INTEREST INCOME											
Nissan		\$ 23,575	\$ 24,164	\$ 589	\$ 24,768	\$ 604	\$ 25,388	\$ 619	\$ 26,022	\$ 635	
Total Interest Income		\$ 23,575	\$ 24,164	\$ 589	\$ 24,768	\$ 604	\$ 25,388	\$ 619	\$ 26,022	\$ 635	
OTHER SOURCES											
Law Fund		\$ 20,000	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	
Total Other Sources		\$ 20,000	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	
CASH ON HAND											
Estimated Collections		\$ 300,000	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -	
Deficit Spending Authority		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Cash on Hand		\$ 300,000	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ 300,000	\$ -	
Total Other Special Funds		\$ 343,575	\$ 344,164	\$ 589	\$ 344,768	\$ 604	\$ 345,388	\$ 619	\$ 346,022	\$ 635	
Total SFA Appropriation		\$ 71,151,894	\$ 74,023,512	\$ 2,871,618	\$ 76,511,105	\$ 2,487,592	\$ 77,793,220	\$ 1,282,115	\$ 79,107,515	\$ 1,314,295	

MISSISSIPPI COMMISSION FOR VOLUNTEER SERVICE (MCVS)

**5-Year Strategic Plan
for Fiscal Years 2028-2032**

1. COMPREHENSIVE MISSION STATEMENT FOR THE AGENCY:

The mission of the Mississippi Commission for Volunteer Service (MCVS) is to engage and support Mississippians of all ages and backgrounds in service to their communities. MCVS is the official grantmaking and service agency to volunteer and community service organizations in Mississippi. It administers federal funds under the National and Community Service Trust Act of 1993, which supports national and community service activities focusing on disaster services, economic opportunity, education, environmental stewardship, healthy futures, and veterans and military families, and under the Edward M. Kennedy Serve America Act of 2009, which reauthorized and strengthened national service laws.

In January 1994, the Mississippi Commission for National and Community Service was created by Executive Order No. 742 to promote community service and volunteerism to meet local needs more effectively. Through the enactment of Senate Bill 2447 in 1996, the Commission officially became the state office of volunteerism, to be known as the Mississippi Commission for Volunteer Service. Since that time, MCVS has utilized national service programming and volunteer efforts to address a multitude of Mississippi's greatest challenges. MCVS prioritizes volunteer initiatives that are faith-based, serve deep-need communities, utilize evidence-based practices, and benefit Mississippians to the greatest extent possible.

To achieve its mission, MCVS promotes coalitions and collaborative efforts among public and private entities, including nonprofits, faith-based organizations, institutions of higher learning, and state and local agencies. Through the advancement of community service programs and resource sharing initiatives throughout the state, MCVS addresses myriad state and local needs. Since Hurricane Katrina, MCVS has provided volunteer coordination support to local agencies and the state in times of disaster, as outlined in the Comprehensive Emergency Management Plan. Direct and demonstrable results are achieved through fostering civic responsibility, strengthening the ties that bind us together as Mississippians, and educational opportunities for those who make a substantial commitment to service.

2. STATEMENT OF AGENCY PHILOSOPHY:

MCVS is committed to making service a way of life. We work to encourage a culture of citizenship, service, and responsibility to the state. MCVS fosters community engagement and builds volunteer capacity through effective and efficient programming, training, outreach, and technical assistance.

3. RELEVANT STATEWIDE GOALS AND BENCHMARKS:

GOVERNMENT AND CITIZENS

Statewide Goal: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and *participation in charitable organizations through contributions and volunteerism.*

Benchmark: Engaged Citizenry - percentage of state residents who volunteer

ECONOMIC DEVELOPMENT

Statewide Goal: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Benchmark: Employment & Income – percent of civilian non-institutional population 16+ years employed or participating in National Service.

PUBLIC SAFETY AND ORDER

Statewide Goal: To protect the public's safety, including providing timely and appropriate responses to emergencies and disasters.

Benchmark: Average emergency response time to natural and man-made disasters.

4. OVERVIEW OF MCVS 5-YEAR STRATEGIC PLAN (FY 2028-2032):

MCVS commits to engage more Mississippians in service to their communities by increasing funding opportunities, engaging more volunteers, and ensuring more communities are better prepared to respond to disasters in their communities. This commitment was developed in consultation with the MCVS Board (which is comprised of a varied cross-section of individuals, organizations, sectors, and national service programming) as well as the state's network of agencies, nonprofit organizations, the MS Secretary of State Charities Division, and public organizations.

Government and Citizens: Volunteerism

The Commission will promote service as a strategy for government and citizens to improve communities. To engage more citizens in volunteer service, the Commission will provide training, technical assistance, and support to community and charitable organizations to allow them to increase volunteer opportunities, effectively and efficiently engage volunteers, and provide public recognition of volunteers. This will result in an increase in the number of volunteer opportunities available statewide, the number of volunteers, the number of volunteer hours, the number of nonprofits that receive volunteer management training and technical assistance, and the number of volunteers registered in our online database (powered by GivePulse).

Economic Development: AmeriCorps

The Commission will promote AmeriCorps programs as a professional development opportunity for Mississippians to access higher education and gain work experience and skills while serving their communities. To increase opportunities for Mississippians to serve in AmeriCorps, the Commission will expand the number of AmeriCorps programs, increase outreach to rural and underserved regions, assist in removing current federal barriers to accessing AmeriCorps resources, and prioritize efforts to build statewide networks supporting a diverse body of broadly minded community service organizations. This will result in an increase in the number of Mississippians engaged in National Service. AmeriCorps members also earn an education award upon completion of a service year, which most choose to invest at Mississippi higher education and technical training institutions. The Commission will work with institutions of higher education for the opportunity to match the education award members receive. MCVS believes that institutions that match the education award will see an increase in enrollment of AmeriCorps Alumni, while infusing more funding into Mississippi's institutions of higher learning.

Public Safety and Order: Disaster Preparedness, Response, and Recovery

The Commission will prepare and assist communities to engage volunteers in disaster preparedness, response, and recovery. To better prepare communities, the Commission will connect volunteers and opportunities throughout the state to provide capacity building to nonprofit organizations, coordination with municipalities and county governments regarding national service laws, and to build partnerships between local emergency management agencies to reduce response time and increase long-term community resiliency. Through this work, the Commission can fulfill its role as outlined in the Comprehensive Emergency Management Plan.

5. EXTERNAL/INTERNAL ASSESSMENT:

MCVS consistently operates strong programming because of its ability to effectively implement rigorous monitoring and oversight. Its staff is focused on the implementation of AmeriCorps, Volunteerism, and Disaster Preparedness, Response, and Recovery. Through a process of regular board meetings and program site visits, the Commission determines how well the needs of Mississippians have been met. Management policies are in place to address any deficiencies in the process. Budgetary constraints are considered when new and expanded projects are requested.

Other factors which influence our ability to achieve target performance goals include:

- Federal Funding uncertainty,
- Federal barriers to accessing AmeriCorps resources,
- Progression towards external partner collaboration,
- Local and State support and funding,
- Temporary suspension and discretionary termination of grants by the federal agency,
- Strategic Communications Plan and the use of social media and other streams,
- Sub-grantees face challenges to meet match requirements,
- Complexity of managing federal grants and building capacity of non-profits,
- Finding qualified legal applicants who are prepared to manage federal funds

Even though we face these obstacles in our everyday work, MCVS still manages to produce nationally acclaimed service engagements and collaboratives that strengthen communities. Its ability to satisfy federal and state financial and programmatic audits signifies our commitment to providing quality programs and services to the citizens of Mississippi. These audits include those from the Office of Inspector General, an annual A-133 audit, desk reviews, routing Payment Integrity Information Act (PIIA) analyses, risk-based desk and on-site reviews of sub-grantees; and a yearly audit conducted in coordination with the Institutions of Higher Learning.

5.1 INTERNAL MANAGEMENT SYSTEMS USED TO EVALUATE AGENCY'S PERFORMANCE:

MCVS has established strong guidelines and managerial policies for its internal management system and performance evaluation. The agency uses an internal management system to evaluate performance achievements in relationship to performance levels targets. Management policies include a monthly review to track targeted performance. The agency consists of an Executive Director, Chief of Staff, Fiscal Officer, and five other staff. Site visits are conducted to all funded programs to ensure progress toward goals, objectives, and fiscal accountability, and to provide technical assistance in program development and problem solving. Desk audits and records reviews of fiscal and program documentation are conducted on an ongoing basis to ensure compliance with all federal, state, and local regulations pursuant to applicable federal and state legislation. Monitoring of financial reimbursement requests is conducted monthly. MCVS continues to monitor its programs in FY2028-2032 through a variety of mechanisms, including the following:

Informal Monitoring

- Weekly (sometimes daily) telephone and e-mail exchanges
- Participation in quarterly training and service events
- Informal visits for special events, orientations, graduation ceremonies, etc.
- Timely follow-up on issues brought to the Commission
- Media coverage of programs

Formal Monitoring

- Risk-based Periodic Expense Requests for reimbursement
- Semiannual Federal Financial Expenditure Reports
- Quarterly programmatic progress reports for programs receiving any funding
- Quarterly financial progress reports for programs receiving any funding
- Scheduled and unscheduled monitoring site visits by MCVS program officers
- Site visits by Commission Members
- Annual financial audit of the MCVS agency
- Regular budget-to-actuals meetings

Participant evaluations are conducted at each training and technical assistance event sponsored by MCVS. Outside independent reviewers, Commissioners, and internal staff are utilized to ensure proper consideration of all funding applicants. As part of continuous improvement efforts, Board members' review of staff projects and accomplishments is part of each MCVS Board meeting agenda. MCVS regularly participates in After-Action Reviews of the Emergency Service Function – 6 following each disaster. Further, MCVS performs a comprehensive Impact Analysis of services rendered before, during, and after a disaster occurs. This includes number of volunteers, hours, service sites, work orders (both public and private), and more as the incident requires.

6. AGENCY GOALS, OBJECTIVES, STRATEGIES, & MEASURES BY PROGRAM

The MCVS objectives outlined herein provide a summary of the agency goals and activities for FY 2028-2032. The agency's areas of concentration are separated into the three distinct programs that form the core basis of operations: Government and Citizens: Volunteerism; Economic Development: AmeriCorps; Public Safety and Order: Disaster Preparedness, Response, and Recovery.

PROGRAM ONE: GOVERNMENT AND CITIZENS – VOLUNTEERISM

GOAL A: Increase percentage of Mississippians volunteering. (Miss. Code Ann. §43-55-13)

OBJECTIVE A.1.: Provide volunteer management, recruitment, and retention training and technical assistance to community organizations.

OUTCOME: Increase the number of volunteer opportunities created.

STRATEGY A.1.1.: Provide training to community organizations

Output: Provide specified number of training and assistance events to organizations.

Efficiency: Increase the ratio of non-state dollars utilized for training events.

Explanatory: Number of charitable organizations registered with the MS Secretary of State.

OBJECTIVE B.1.: Provide public recognition of volunteers

OUTCOME: Increase number of impressions across all marketing channels.

STRATEGY B.1.1: Coordinate statewide multimedia campaign including recognition events, certificates, and social media features

Output: Coordinate a specified number of volunteer recognition events.

Output: Recognize a specified number of individuals for volunteerism.

Efficiency: Ratio of non-state dollars for volunteer recognition events.

Explanatory: Number of residents who volunteer.

OBJECTIVE C.1.: Promote the benefits of volunteerism

OUTCOME: Increase in public awareness of the benefits of volunteerism.

STRATEGY C.1.1: Coordinate a multimedia campaign

Output: Produce annual report on the state of volunteerism in Mississippi.

Efficiency: Increase private investment in volunteerism including state income tax checkoff and "Volunteer Y'all" license plates.

Explanatory: Number of residents who volunteer.

PROGRAM TWO: ECONOMIC DEVELOPMENT - AMERICORPS

GOAL A: Increase the percentage of civilian non-institutional populations 16 years and over employed. (Miss. Code Ann. §43-55-13)

OBJECTIVE A.1: Increase number of opportunities for Mississippians to serve in AmeriCorps

OUTCOME: Increase the number of AmeriCorps member slots available.

OUTCOME: Increase in the number of education awards earned.

OUTCOME: Maintain percentage of sub-grantees in compliance with federal regulations.

OUTCOME: Increase number of applications received for AmeriCorps State grants.

STRATEGY A.1.1.: Expand and maintain AmeriCorps State sub-grantees

Output: Conduct specified number of training and technical assistance occurrences.

Output: Conduct program monitoring visits and records review to determine the quality of sub-grantee operations and systems.

Efficiency: Assist sub-grantees in recruiting/retaining members to fill awarded slots.

Efficiency: Frequency of visit reports monitored within a certain number of working days after conducting review of records.

Efficiency: Evaluate sub-grantee reimbursement requests to ensure compliance with federal approved expenditures and provide reimbursements to sub-grantees in specified number of days after receipt, provided proper documentation is submitted.

Efficiency: Ensure specified percentage of sub-grantees participate in training and technical assistance events.

Explanatory: Increase in federal funding (dollars).

STRATEGY A.1.2.: Increase outreach to rural and underserved areas. Output: Coordinate a specified number of outreach events.

Output: Engage specified number of participants in outreach technical assistance.

Efficiency: Average number of training and technical assistance attendees who complete the AmeriCorps state grant application process.

Explanatory: Increase in federal funding (dollars).

PROGRAM THREE: PUBLIC SAFETY AND ORDER – DISASTER PREPAREDNESS, RESPONSE, & RECOVERY

GOAL A: Decrease response time (State’s Comprehensive Emergency Management Plan)

OBJECTIVE A.1.: Prepare communities to utilize volunteers in disaster

OUTCOME: Increase percent of counties who have a designated volunteer coordination plan.

STRATEGY A.1.1.: Provide Volunteer Reception Center management and coordination training to communities throughout MS.

Output: Conduct specified number of community disaster preparedness trainings.

Efficiency: Average reduction of personnel cost per county with a designated volunteer coordination plan.

Explanatory: Number of natural and manmade disasters.

OBJECTIVE B.1.: Support communities in active disaster response

OUTCOME: Decrease in transition time between initial response and long-term recovery.

STRATEGY B.1.1.: Consult with emergency manager to launch scaled response

Output: Response to percentage of Emergency Operation Center requests for assistance.

Efficiency: Average reduction in emergency response time to natural and manmade disasters from time of request in Web Emergency Operation Center.

Explanatory: Number of natural and manmade disasters.

**ALCORN STATE UNIVERSITY
FIVE-YEAR STRATEGIC PLAN
FY 2028 THROUGH FY 2032**



Alcorn
Lorman • Natchez • Vicksburg

**Submitted to:
State of Mississippi
Board of Trustees of State Institutions of Higher Learning
Jackson, Mississippi**

**Submitted by:
Dr. Tracy M. Cook, President
Alcorn State University
Lorman, Mississippi**

July 1, 2026

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Alcorn State University Five Year Strategic Plan FY 2028 through FY 2032

1. Comprehensive Mission Statement

Alcorn State University is a public historically Black, comprehensive land-grant institution of higher education that provides access and opportunity for diverse students to excel intellectually, build character, and overcome barriers so they can become productive leaders who make meaningful contributions to society. Enhancing its historic strengths in agriculture, education, and nursing, Alcorn State offers a range of undergraduate and graduate programs, including fine arts, business, humanities, social and behavioral sciences, and STEM.

“The University accomplishes its mission through high standards of academic excellence, by engaging in scholarly research and discovery, and providing public service and outreach that address real-world challenges and the economic needs of the Southwest Mississippi River Region, State of Mississippi, the nation, and the world.”

Alcorn strategically extends its resources and expertise throughout the entire state through agriculture extension service, its Mcity and Natchez sites as well as its distance learning programs. Alcorn State University is committed to its tradition of instilling among its students and alumni ideals of leadership, service, and institutional pride.

2. Philosophy

Alcorn State University will become a premier comprehensive land-grant university. It will develop diverse students into globally-competitive leaders and apply scientific research, through collaborative partnerships, which benefits the surrounding communities, states, nation and world.

A historically black land-grant university with a proud heritage, ASU cherishes its past while pursuing educational, economic, and ethnic diversity that will enhance its tomorrow. Thus, ASU continues to utilize its resources to build for tomorrow through programs and facilities, while honoring its longstanding commitment to provide educational and economic opportunities to the disadvantaged.

ASU assumes primary responsibility for meeting the diverse higher education needs of the southwestern region of Mississippi and the bordering parishes in northeastern Louisiana. Beyond its primary service region, the university also serves students from throughout Mississippi, other states, and countries. Thus, the university fulfills its academic mission through degree programs at the undergraduate and graduate levels. The University continues to develop and expand undergraduate and graduate programs in specific areas of need, particularly for non-traditional students at its off-campus sites. In addition, the University is building its capacity to offer distance learning (online) as an educational delivery system.

Through its outreach concept, ASU proactively provides outreach programs and services that are geared toward assisting and meeting the educational, economic, recreational, and cultural needs of the immediate community, the region, and the state. Thus, as an example, the university continues to provide a variety of professional development opportunities for elementary and secondary school students and teachers designed to improve performance on standardized examinations in reading, mathematics, science.

A key component of the University's land-grant function is its commitment to sustain family farmers. Thus, the university will continue to serve families with limited resources and help small family farmers improve their standard of living through agricultural research and extension programs.

In addition to its ongoing research activities in biotechnology, food production, ecology, farming, and alternative crops, ASU is constantly looking for ways to broaden its research enterprises. Thus, the university continues to move toward advanced technologies, efficient and effective agricultural processes, health, wellness and nutrition.

3. Relevant Statewide Goals and Benchmarks

The statewide goals and benchmarks which serve as the foundation of this five-year strategic plan are those designated by the Mississippi state government for higher education (Universities). Those addressed in this five-year plan include:

UNDERGRADUATE

College Readiness

- Average ACT score of entering freshmen.
- Number and percentage of entering students graduating from Mississippi public high schools who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both.
- Percentage of fall intermediate (remedial) math students completing the course within 2 years.
- Percentage of fall intermediate (remedial) English/reading students completing the course within 2 years.

Student Progress

- First-year retention rate (from fall to fall) for entering full-time freshmen.
- Percentage of full-time students completing 30 credit hours within one academic year.
- Percentage of part-time students completing 15 credit hours within one academic year.

Student Graduation Rates

- Number of undergraduate degrees awarded per 100 undergraduates full-time equivalent (FTE) enrollment.
- Student graduation rates (first-time full-time freshmen cohort students graduating within 4 years; first-time full-time freshmen cohort students graduating within 6 years; first-time full-time freshmen cohort students graduating within 8 years).
- Number and percentage of degrees awarded to adult learners who enter college for the first time at age 23 or older.
- Percentage of state's population age 25 years and over with a bachelor's degree or higher.

Graduates in High-need Disciplines

- Number of graduates in high-need disciplines (i.e., science, technology, engineering, math, education, including non-teaching areas and nursing), by discipline
- Number of graduates in teaching from Mississippi public higher educational institutions.

- Licensure exam pass rates for graduates with four-year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II.

Cost

- To students
- Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions.
- Average student debt on graduation.

Quality of Learning Environment

GRADUATE

Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).

- Percentage of enrolled graduate students who complete graduate degree.
- Number of graduate degrees awarded.

Commercialization of Academic Research

- Dollar value of research grants and contracts awarded to Mississippi public universities.
- Percentage of total federal research and development expenditures received by Mississippi public universities.

These goals and benchmarks have been subsumed in the goals and objectives crafted by the divisions of Academic Affairs, Student Affairs, Finance and Administration, University Relations, Institutional Advancement and Agriculture.

4. Overview of the Agency 5-Year Strategic Plan

Alcorn State University's five-year strategic plan reflects the goals and objectives of the four (4) major divisions of the university: 1) Academic Affairs; 2) Student Affairs; 3) Finance and Administration; and 4) Institutional Advancement. In addition, a plan is included for the Agricultural Unit, a separately funded unit.

Collectively, the goals and objectives of the major divisions focus on improving the University's effectiveness in each component of the higher education goals and benchmarks established by the state. Major foci over the next five years include:

1. Progressively increasing overall enrollment.
2. Progressively increasing the average standardized test score (ACT/SAT) of the entering freshman class.
3. Progressively improving the retention rates at all levels.
4. Progressively improving the graduation rates.
5. Increasing access to courses and degree programs through online curricular offerings.
6. Progressively increasing the percentage of teaching faculty with terminal degrees.
7. Improving the health services and safety components of the campus environment.
8. Maintaining fiscal stability.

9. Improving the technology infrastructure and access to technology.
10. Renovation of residential facilities for compliance with the American with Disabilities Act.
11. Improving marketing, branding and University communications through various media.
12. Developing new cash flow streams by leveraging the University's intellectual property.
13. Increasing donations and gifts from internal and external stakeholders.
14. Increasing the number and amount of externally funded grants and contracts.
15. Increasing diversity to prepare students for global competition.
16. Increasing student leadership skills.

5. Program External/Internal Assessment

While the University continues to be successful in providing academic programs and services that meet the needs of the region, state, and nation, there are undeniable challenges to our success. The following list notes these challenges:

Enrollment

1. Inadequate pre-college preparation of incoming students for college work even though they meet the admission requirements.
2. Significant increase in the number of traditional first-time African-American students attending community colleges. These students do not tend to matriculate, in significant numbers, to the HBCUs four-year programs after completing community college.
3. Competition for resources and students from non-traditional approaches to education, such as distance learning and on-line degree programs which may be offered by other institutions and for-profit entities.

Financial, Economic, State, and Federal Policies

1. The trend of fewer state dollars to support higher education.
2. Changes in federal policies that adversely affect efforts in the area of equity and equal opportunity for historically black institutions, such as funding under Title III of the Higher Education Act of 1965, as amended, 1890 land-grant support, and other HBCUs targeted grants/contracts.
3. Any changes in the federal student financial aid program that would adversely affect economically disadvantaged students, such as reducing grant aid and increasing loans or overall decrease in student financial aid or undue restrictions on financial aid eligibility.
4. Lack of financial support from the private sector for the thrusts of the university, such as support for the endowment programs, scholarships/fellowships, endowed chairs, research, and other special programs.
5. Lack of governmental support may result from dissatisfaction with higher education in general or because of escalating competing interests.

Personnel

1. The demand for high salaries beyond the salary scale and funding of the university.
2. Comparatively low salaries for faculty and staff.
3. Availability and lack of quality housing stock in the immediate vicinity of the university.

Infrastructure

1. Unlike institutions located within a municipality, Alcorn State University must provide infrastructure services which are usually available through the municipality (e.g., street maintenance, waste collection, water treatment, etc.). The continuing rising costs for infrastructure upkeep, including technology infrastructure, pose a clear challenge to the University.

6. Goals, Objectives, Strategies and Measures by Program

Following are the five-year goals which are broken down into annual goals. Any dollar figures associated with a particular program's goals represent additional funds needed during the designated year to achieve those goals.

Academic Affairs - YEAR ONE: 2027-2028

In order to achieve the goals and objectives listed for FY 2028, \$1,200,000 in new funding will be required.

GOAL A: Provide a comprehensive and robust instructional program which meets the needs of southwest Mississippi, the state, and the nation. (Higher Education Benchmark: Graduates in High-need Disciplines) (ASU Strategic Plan: Goal 1 & Goal 2)

OBJECTIVE A.1. Continue to provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

- Outcome:* Continue to offer degree programs in agriculture, arts and sciences, business, education, and nursing.
- Outcome:* Graduates of degree programs are gainfully employed in their chosen field, or matriculate in graduate or professional schools.
- Outcome:* The University offers degree programs in STEM-related high- need disciplines.
- Outcome:* Offer degree pathway for nontraditional, drop-out and stop-out students.
- Outcome:* Continue to offer pre-college credit-bearing instructions.

A.1.1. STRATEGY: Continue to offer systematic course pathways for each degree program which meet state and regional accreditation requirements.

- Output:* Provide administrators, faculty, and staff resources to offer courses each semester for each degree program.
- Output:* Provide sufficient number of course sections to accommodate student enrollment.
- Output:* Provide digitized system for monitoring student progress toward degree.
- Efficiency:* Maintain 100% compliance of all degree programs with IHL and professional accreditation

- standards.
- Efficiency:* Increase graduation rates by at least 2% annually.
- Efficiency:* Increase first-to-second year retention rates by at least 2% annually.

A.1.2. STRATEGY: Continue to review and revise curricular offerings based on need and effectiveness of programs.

- Output:* Conduct annual program review system which allows for periodic review of all academic programs.
- Output:* Establish curriculum advisory committees for each department using external stakeholders and supporters.
- Output:* Implement revised and/or new degree programs.
- Efficiency:* Achieve a 100% completion rate of program reviews as scheduled.
- Efficiency:* Maintain 100% compliance with IHL enrollment and productivity standards across degree programs.
- Efficiency:* Increase the percentage of revised courses by at least 15% year over year.
- Efficiency:* Increase the number of new courses by at least 2% year over year.

OBJECTIVE A.2. Continue to develop an online instructional presence to provide access to online courses and degree programs.

- Outcome:* Increase in number of undergraduate and graduate students enrolled in online courses.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a four-year period.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a six-year period.
- Outcome:* Increase the number of non-traditional students enrolled in degree programs.
- Outcome:* Increase the number of drop-out and stop-out students who re-enroll in degree programs.

A.2.1. STRATEGY: Continue to provide resources and training to faculty members who wish to develop online courses or programs.

- Output:* Continue to provide the technical capability to support increased online instruction.
- Output:* Increase the number of online course offerings.
- Output:* Increase the number of online degree programs.
- Efficiency:* Increase in the percentage of faculty engaged in online instruction by at least 5%.
- Efficiency:* Increase the number of online courses by at least 5%.
- Efficiency:* Increase in the number of online degree programs by at

Efficiency: least 1 program.
Increase in the number of online course credit-hours generated by at least 5%.

OBJECTIVE A.3. Continue to acquire accreditation of academic programs through discipline-specific.

Outcome: Program curriculum aligned with benchmarked standards of accrediting agency.
Outcome: Students completing degree programs will pass standardized exit examinations.
Outcome: Students completing the accredited degree programs will be admitted to graduate school, or will be employed in the discipline.

A.3.1. STRATEGY: Continue to provide resources and training necessary to gain discipline-specific accreditation.

Output: Align curriculum with accreditation standards.
Output: Provide faculty and administrative personnel sufficient to meet accreditation standards.
Output: Appropriate teaching/learning resources to meet accreditation standards.
Efficiency: Increase the number of discipline-specific accredited academic programs annually.
Explanatory: Dependent on resources to comply with accreditation standards and criteria.

OBJECTIVE A.4. Provide academic support and enrichment programs for students who are admitted to the university in order to improve the retention and graduation rates.

Outcome: Rewarding and enriching experiences are provided for academically talented students.
Outcome: At-risk students will successfully complete degree programs.
Outcome: At-risk students will be retained at a rate comparable to non- at-risk students.
Outcome: The percentage of full-time students completing 30 credit hours within one academic year will steadily increase.
Outcome: The percentage of part-time students completing 12 credit hours within one academic year will steadily increase.
Outcome: The retention rate of first-time full-time undergraduate students will steadily increase.
Outcome: The four-year and six-year retention rates for

undergraduate students will increase.
Outcome: The graduation rate for undergraduate students will increase.

A.4.1. STRATEGY: Continue to provide resources and personnel to offer assistance to at-risk students.

Output: Provide centralized tutoring for at-risk students.
Output: Provide professional advising for at-risk student.
Output: Develop and implement a comprehensive electronic interactive student information system in order to improve the efficiency and effectiveness of storing, retrieving, manipulating, and utilizing data/information in making decisions, preparing reports related to students, and improving registration and advisement processes.
Efficiency: Improvement in retention rate of at-risk students (at least 2%).
Efficiency: Improvement in the graduation rate of at-risk students (at least 2%).
Explanatory: Dependent on resources to provide personnel and resources.

A.4.2. STRATEGY: Continue to provide resources and services for high-achieving undergraduate students.

Output: Continue to provide the Honors Curriculum Program for high-achieving undergraduate students.
Output: Continue to provide assistance in acquiring internships or applied experience for all undergraduate students.
Efficiency: Improvement in the retention rate of high-achieving students (5%).
Efficiency: Improvement in the graduation rate of high-achieving students (at least 5%).

GOAL B. Provide qualified and effective faculty in order to provide instruction and engage in research consistent with our mission. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2)

OBJECTIVE B.1. Continue to provide sufficient faculty to effectively offer each degree program.

Outcome: Each degree program will have faculty sufficient to meet discipline-specific and regional accreditation standards.
Outcome: Each degree program will have sufficient faculty appropriately degreed and qualified to teach in the assigned discipline.

B.1.1. STRATEGY: Continue to recruit and hire qualified faculty based on program needs.

Output: Implement recruiting and hiring process which results in hiring highly qualified candidates from all backgrounds.

Output: The percentage of teaching faculty with terminal degrees will steadily increase.

Efficiency: Maintain a student/faculty ratio of at least 16:1.

Efficiency: Percentage of faculty with terminal degrees (at least 2%).

Explanatory: Dependent on additional funding to support new faculty positions.

OBJECTIVE B.2. Continue to provide salaries and incentives sufficiently competitive to attract and retain the best and brightest faculty.

Outcome: Each degree program will have an adequate number of tenured related faculty to ensure a stable environment for teaching and learning.

Outcome: Faculty salaries will be at or above the IHL average for the given discipline.

B.2.1. STRATEGY: Hire new faculty at not less than the state average for a designated rank and discipline.

Output: Provide a pool of funds for new hires sufficient to match IHL averages for rank and discipline.

Efficiency: Average faculty salary by rank (at least 80% of state median).

Explanatory: Dependent on additional funding to support new faculty positions.

B.2.2. STRATEGY: Provide faculty with development opportunities which promote highly effective teaching and research.

Output: Designate a pool of fund to support professional development opportunities, including educational study, conference presentation, and professional conference travel.

Output: Create a dashboard that tracks innovation, grants, patents, awards, board appointments, affiliation agreements, and other relevant innovation performance metrics.

Efficiency: Increase in the percentage of highly effective faculty members by at least 5% over the established FY2028 baseline.

Efficiency: Percentage of increase in faculty engagement in faculty development activities (at least 5%).

Efficiency: Percentage of increase in faculty productivity in research, scholarly and entrepreneurial activities (at

least 5%).

Explanatory: Dependent on new funding to support faculty development.

GOAL C: Provide a high quality physical learning environment for academic programs. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2, Goal 4 & Goal 5)

OBJECTIVE C.1. Continue to provide appropriate administrative and instructional space to carry out teaching, research, and service functions for all academic programs.

Outcome: The University provides space to house each academic department.

Outcome: The University provides classroom space to accommodate all instruction.

Outcome: The University provides space to accommodate research and service functions.

C.1.1. STRATEGY: Assign designated space with degree offerings and research activities.

Output: Provide academic administrators, faculty, and staff specific spaces for offices.

Output: Provide designated spaces for classroom instruction.

Output: Provide designated spaces for research and service functions.

Efficiency: Achieve at least 95% utilization of designated classroom space.

Efficiency: Achieve at least 95% utilization of designated research space.

Efficiency: Achieve at least 95% utilization of designated service space.

C.1.2 STRATEGY: Continue to upgrade/increase space as necessitated by current need.

Output: Provide furniture as appropriate for current and added assigned spaces appropriate to disciplines.

Output: Provide additional technologically-equipped classroom instructional space appropriate to disciplines.

Output: Provide equipment necessary to operate research laboratories appropriate to disciplines.

Output: Provide appropriately equipped space for service provided by academic units.

Efficiency: Increase technologically- equipped classroom space by at least 5%.

Efficiency: Increase discipline-appropriate research space by at least 2%.

Efficiency: Increase in service space aligned with academic functions by at least 2%.

- Efficiency:* Ensure 100% of newly assigned spaces are furnished appropriately for their academic purpose.
- Efficiency:* Increase internal and external broadband/Wi-Fi coverage in academic spaces by at least 5%, supporting instruction and research.
- Explanatory:* Dependent on new funding to support upgrade and expansion of academic space.

GOAL D: Provide academic support services sufficient to allow students to efficiently progress through degree programs. (Higher Education Benchmarks: College Readiness, Student Progress) (ASU Strategic Plan: Goal 3)

OBJECTIVE D.1. Continue to provide academic support programs at the undergraduate level to facilitate teaching and learning for all students.

- Outcome:* The University offers tutorial services for students.
- Outcome:* The University offers curricular enhancement opportunities for high achieving students.
- Outcome:* The University offers library and learning resources sufficient to support all academic programs.
- Outcome:* The University tracks student progress.

D.1.1. STRATEGY: Provide resources for tutorial centers.

- Output:* Functioning tutorial centers in writing, mathematics, and natural sciences.
- Output:* Functioning Honors/Pre-Professional Programs and support personnel.
- Output:* Functioning dashboard that tracks relevant curricular and co-curricular student success metrics.
- Efficiency:* Passing rate for general education writing, mathematics, and science courses.

D.1.2. STRATEGY: Provide library and learning resources to support all degree programs.

- Output:* Acquire appropriate contemporary hard copy and electronic resources for every academic program.
- Output:* Provide appropriate technology to support 24/7 access to library resources.
- Efficiency:* Increase in library resources (at least 2%).
- Efficiency:* Increase in library patronage by at least 10%.
- Explanatory:* Dependent on new funding allocated to the University Libraries to cover the costs of printed and electronic acquisitions.

OBJECTIVE D.2. Continue to systematically track and document student progress.

Outcome: Functioning comprehensive dashboard that tracks relevant student success metrics.

Outcome: Functioning proactive advising system.

D.2.1. STRATEGY: Devise and implement a comprehensive advising system utilizing EAB Navigate to support proactive advising and student success.

Output: Implement a Comprehensive Proactive Advising Plan aligned with student success metrics.

Efficiency: First to second year retention rate of at least 85%.

Efficiency: Four-year graduation rate of at least 35%.

Efficiency: At least 80% of first-time full time undergraduate students completing 30 credit-hours within first year of enrollment.

Efficiency: Career and graduate /professional school placement rates tracked one and three years after graduation, culminating in a 70% post-graduate placement rate after three years.

Efficiency: At least 50% of graduates admitted to graduate or professional schools.

Academic Affairs - YEAR TWO: 2028-2029

In order to achieve the goals and objectives listed for FY 2029, \$1,200,000 in new funding will be required.

GOAL A: Provide a comprehensive and robust instructional program which meets the needs of southwest Mississippi, the state, and the nation. (Higher Education Benchmark: Graduates in High-need Disciplines) (ASU Strategic Plan: Goal 1 & Goal 2)

OBJECTIVE A.1. Continue to provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

Outcome: Continue to offer degree programs in agriculture, arts and sciences, business, education, and nursing.

Outcome: Graduates of degree programs are gainfully employed in their chosen field, or matriculate in graduate or professional schools.

Outcome: The University offers degree programs in high- need disciplines.

Outcome: Offer degree pathway for nontraditional, drop-out and stop-out students.

Outcome: Offer pre-college credit-bearing instructions.

A.1.1. STRATEGY: Continue to offer systematic course pathways for

each degree program which meet state and regional accreditation requirements.

- Output:* Provide administrators, faculty, and staff resources to offer courses each semester for each degree program.
- Output:* Provide sufficient number of course sections to accommodate student enrollment.
- Output:* Provide digitized system for monitoring student progress toward degree.
- Output:* Provide reclamation pathway
- Output:* Provide dual-enrollment and pre-college credit courses.
- Efficiency:* Percentage of degree programs compliant with IHL and professional accreditation standards (100%).
- Efficiency:* Maintain the number of discipline-specific accreditations (100%).
- Efficiency:* Increase in new degree programs (at least 3).
- Efficiency:* Percentage of increase in online (asynchronous and synchronous) courses (6% increase).
- Efficiency:* Number of participants in reclamation programs (16% increase).
- Efficiency:* Increase in dual enrollment credit-hours generated (7%)

A.1.2. STRATEGY: Continue to review and revise curricular offerings based on need and effectiveness of programs.

- Output:* Conduct annual program review system which allows for periodic review of all academic programs.
- Output:* Establish curriculum advisory committees for each department using external stakeholders and supporters.
- Output:* Implement revised and/or new degree programs.
- Efficiency:* Year over year comparison of revised courses (at least 15%)
- Efficiency:* Year over year comparison of the number of new courses (at least 2%).
- Efficiency:* Number of degree programs compliant with IHL enrollment and productivity standards (100%).
- Efficiency:* Number of degree programs successfully completing program review (100%).

OBJECTIVE A.2. Continue to develop an online instructional presence to provide access to online courses and degree programs.

- Outcome:* Increase in number of undergraduate and graduate students enrolled in online courses.
- Outcome:* Increase in number of undergraduate and graduate students

- Outcome:* completing degree programs over a four-year period.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a six-year period.
- Outcome:* Increase the number of non-traditional students enrolled in degree programs.
- Outcome:* Increase the number of drop-out and stop-out students who re-enroll in degree programs.

A.2.1. STRATEGY: Continue to provide resources and training to faculty members who wish to develop online courses or programs.

- Output:* Continue to provide the technical capability to support increased online instruction.
- Output:* Increase the number of online course offerings.
- Output:* Increase the number of online degree programs.
- Efficiency:* Increase in the percentage of faculty engaged in online instruction (at least 6%).
- Efficiency:* Percentage of increase in the number of online courses (at least 6%).
- Efficiency:* Increase in the number of online degree programs (at least 1).
- Efficiency:* Increase in the number of online course credit-hours generated (at least 6%).

OBJECTIVE A.3. Continue to acquire accreditation of academic programs through discipline-specific.

- Outcome:* Program curriculum aligned with benchmarked standards of accrediting agency.
- Outcome:* Students completing degree programs will pass standardized exit examinations.
- Outcome:* Students completing the accredited degree programs will be admitted to graduate school, or will be employed in the discipline.

A.3.1. STRATEGY: Continue to provide resources and training necessary to gain discipline-specific accreditation.

- Output:* Align curriculum with accreditation standards.
- Output:* Provide faculty and administrative personnel sufficient to meet accreditation standards.
- Output:* Appropriate teaching/learning resources to meet accreditation standards.
- Efficiency:* Increase in number of discipline-specific accredited academic programs (at least 3).
- Explanatory:* Dependent on resources to comply with accreditation

standards and criteria.

OBJECTIVE A.4. Provide academic support and enrichment programs for students who are admitted to the university in order to improve the retention and graduation rates.

- Outcome:* Rewarding and enriching experiences are provided for academically talented students.
- Outcome:* At-risk students will successfully complete degree programs.
- Outcome:* At-risk students will be retained at a rate comparable to non- at-risk students.
- Outcome:* The percentage of full-time students completing 30 credit hours within one academic year will steadily increase.
- Outcome:* The percentage of part-time students completing 12 credit hours within one academic year will steadily increase.
- Outcome:* The retention rate of first-time full-time undergraduate students will steadily increase.
- Outcome:* The four-year and six-year retention rates for undergraduate students will increase.
- Outcome:* The graduation rate for undergraduate students will increase.

A.4.1. STRATEGY: Continue to provide resources and personnel to offer assistance to at-risk students.

- Output:* Provide centralized tutoring for at-risk students.
- Output:* Provide professional advising for at-risk student.
- Output:* Develop and implement a comprehensive electronic interactive student information system in order to improve the efficiency and effectiveness of storing, retrieving, manipulating, and utilizing data/information in making decisions, preparing reports related to students, and improving registration and advisement processes.
- Efficiency:* Improvement in retention rate of at-risk students (at least 4%).
- Efficiency:* Improvement in the graduation rate of at-risk students (at least 4%).
- Explanatory:* Dependent on resources to provide personnel and resources.

A.4.2. STRATEGY: Continue to provide resources and services for high-achieving undergraduate students.

- Output:* Continue to provide the Honors Curriculum Program for high-achieving undergraduate students.

- Output:* Continue to provide assistance in acquiring internships or applied experience for all undergraduate students.
- Efficiency:* Improvement in the retention rate of high-achieving students (6%).
- Efficiency:* Improvement in the graduation rate of high-achieving students (at least 6%).

GOAL B. Provide qualified and effective faculty in order to provide instruction and engage in research consistent with our mission. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2)

OBJECTIVE B.1. Continue to provide sufficient faculty to effectively offer each degree program.

- Outcome:* Each degree program will have faculty sufficient to meet discipline-specific and regional accreditation standards.
- Outcome:* Each degree program will have sufficient faculty appropriately degreed and qualified to teach in the assigned discipline.
- Outcome:* Geographic, racial, cultural, socioeconomic, disability status, and gender identity diversity among faculty members.

B.1.1. STRATEGY: Continue to recruit and hire qualified faculty based on program needs.

- Output:* Implement recruiting and hiring process which results in hiring highly qualified candidates from diverse backgrounds.
- Output:* The percentage of teaching faculty with terminal degrees will steadily increase.
- Efficiency:* Student/Faculty ratio (at least 16:1).
- Efficiency:* Percentage of increase of diverse groups (at least 2%).
- Efficiency:* Percentage of faculty with terminal degrees (at least 4%).
- Explanatory:* Dependent on additional funding to support new faculty positions.

OBJECTIVE B.2. Continue to provide salaries and incentives sufficiently competitive to attract and retain the best and brightest faculty.

- Outcome:* Each degree program will have a stable faculty.
- Outcome:* Faculty salaries will be at or above the IHL average for the given discipline.

B.2.1. STRATEGY: Hire new faculty at not less than the state average for a designated rank and discipline.

Output: Provide a pool of funds for new hires sufficient to match IHL averages for rank and discipline.

Efficiency: Average faculty salary by rank (at least 80% of state median).

Explanatory: Dependent on additional funding to support new faculty positions.

B.2.2. STRATEGY: Provide faculty with development opportunities which promote highly effective teaching and research.

Output: Designate a pool of fund to support professional development opportunities, including educational study, conference presentation, and professional conference travel.

Output: Implement the Office for Faculty Affairs/Center for Faculty Innovation to support, engage and recognize faculty for the development of innovative ideas, courses, and innovative scholarly pursuits.

Output: Develop incentive plan for faculty research activity.

Output: Create a dashboard that tracks innovation, grants, patents, awards, board appointments, affiliation agreements, and other relevant innovation performance metrics.

Efficiency: Increase in the percentage of highly effective faculty members by at least 5% per year over the established FY2028 baseline.

Efficiency: Percentage of increase in faculty engagement in faculty development activities (at least 5% per year).

Efficiency: Percentage of increase in faculty productivity in research, scholarly and entrepreneurial activities (at least 5% per year).

Explanatory: Dependent on new funding to support faculty development.

GOAL C: Provide a high quality physical learning environment for academic programs. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2, Goal 4 & Goal 5)

OBJECTIVE C.1. Continue to provide appropriate administrative and instructional space to carry out teaching, research, and service functions for all academic programs.

Outcome: The University provides space to house each academic department.

Outcome: The University provides classroom space to accommodate all instruction.

Outcome: The University provides space to accommodate research and service functions.

C.1.1. STRATEGY: Assign designated space with degree offerings and research activities.

- Output:* Provide academic administrators, faculty, and staff specific spaces for offices.
- Output:* Provide designated spaces for classroom instruction.
- Output:* Provide designated spaces for research and service functions.
- Efficiency:* Percentage of classroom space utilization (at least 95% per year).
- Efficiency:* Percentage of research space utilization (at least 95% per year).
- Efficiency:* Percentage of service space utilization (at least 95% per year).

C.1.2 STRATEGY: Continue to upgrade/increase space as necessitated by current need.

- Output:* Provide furniture as appropriate for current and added assigned spaces appropriate to disciplines.
- Output:* Provide additional technologically-equipped classroom instructional space appropriate to disciplines.
- Output:* Provide equipment necessary to operate research laboratories appropriate to disciplines.
- Output:* Provide appropriately equipped space for service provided by academic units.
- Efficiency:* Increase in classroom space (5% per year).
- Efficiency:* Increase in research space (2% per year).
- Efficiency:* Increase in service space (2% per year).
- Efficiency:* Increase in inside broadband and WI-FI technology (5% per year).
- Efficiency:* increase in outside broadband and WI-FI technology (5% per year).
- Explanatory:* Dependent on new funding to support upgrade and expansion of academic space.

GOAL D: Provide academic support services sufficient to allow students to efficiently progress through degree programs. (Higher Education Benchmarks: College Readiness, Student Progress) (ASU Strategic Plan: Goal 3)

OBJECTIVE D.1. Continue to provide academic support programs at the undergraduate level to facilitate teaching and learning for all students.

- Outcome:* The University offers tutorial services for students.
- Outcome:* The University offers curricular enhancement opportunities for high achieving students.
- Outcome:* The University offers library and learning resources sufficient to support all academic programs.

Outcome: The University tracks student progress.

D.1.1. STRATEGY: Provide resources for tutorial centers.

Output: Functioning tutorial centers in writing, mathematics, and natural sciences.
Output: Functioning Honors/Pre-Professional Programs and support personnel.
Output: Functioning dashboard that tracks relevant curricular and co-curricular student success metrics.
Efficiency: Passing rate for general education writing, mathematics, and science courses.

D.1.2. STRATEGY: Provide library and learning resources to support all degree programs.

Output: Acquire appropriate contemporary hard copy and electronic resources for every academic program.
Output: Provide appropriate technology to support 24/7 access to library resources.
Efficiency: Increase in library resources (at least 2% per year).
Efficiency: Percent of increase in library patronage (at least 10% per year).
Explanatory: Dependent on new funding allocated to the University Libraries to cover the costs of printed and electronic acquisitions.

OBJECTIVE D.2. Continue to systematically track and document student progress.

Outcome: Functioning comprehensive dashboard that tracks relevant student success metrics.
Outcome: Functioning proactive advising system.

D.2.1. STRATEGY: Devise and implement a comprehensive advising system utilizing EAB Navigate to support proactive advising and student success.

Output: Implement a Comprehensive Proactive Advising Plan aligned with student success metrics.
Efficiency: First to second year retention rate of at least 80%.
Efficiency: Four-year graduation rate of at least 40%.
Efficiency: 80% of first-time full time undergraduate students completing 30 credit-hours within first year of enrollment.
Efficiency: Career and graduate /professional school placement rates one and three years after graduation, culminating in a 70% post-graduate placement rate after three years.
Efficiency: Percentage of students admitted to graduate/professional

schools (50%).

Academic Affairs - YEAR THREE: 2029-2030

In order to achieve the goals and objectives listed for FY 2030, \$1,200,000 in new funding will be required.

GOAL A: Provide a comprehensive and robust instructional program which meets the needs of southwest Mississippi, the state, and the nation. (Higher Education Benchmark: Graduates in High-need Disciplines) (ASU Strategic Plan: Goal 1 & Goal 2)

OBJECTIVE A.1. Continue to provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

- Outcome:* Continue to offer degree programs in agriculture, arts and sciences, business, education, and nursing.
- Outcome:* Graduates of degree programs are gainfully employed in their chosen field, or matriculate in graduate or professional schools.
- Outcome:* The University offers degree programs in high- need disciplines.
- Outcome:* Offer degree pathway for nontraditional, drop-out and stop-out students.
- Outcome:* Offer pre-college credit-bearing instructions.

A.1.1. STRATEGY: Continue to offer systematic course pathways for each degree program which meet state and regional accreditation requirements.

- Output:* Provide administrators, faculty, and staff resources to offer courses each semester for each degree program.
- Output:* Provide sufficient number of course sections to accommodate student enrollment.
- Output:* Provide digitized system for monitoring student progress toward degree.
- Output:* Provide reclamation pathway
- Output:* Provide dual-enrollment and pre-college credit courses.
- Efficiency:* Percentage of degree programs compliant with IHL and professional accreditation standards (100%).
- Efficiency:* Maintain the number of discipline-specific accreditations (100%).
- Efficiency:* Increase in new degree programs (at least 3).
- Efficiency:* Percentage of increase in online (asynchronous and synchronous) courses (8% increase).
- Efficiency:* Number of participants in reclamation programs (19% increase).

Efficiency: Increase in dual enrollment credit-hours generated (10%)

A.1.2. STRATEGY: Continue to review and revise curricular offerings based on need and effectiveness of programs.

- Output:* Conduct annual program review system which allows for periodic review of all academic programs.
- Output:* Establish curriculum advisory committees for each department using external stakeholders and supporters.
- Output:* Implement revised and/or new degree programs.
- Efficiency:* Year over year comparison of revised courses (at least 15%)
- Efficiency:* Year over year comparison of the number of new courses (at least 2%).
- Efficiency:* Number of degree programs compliant with IHL enrollment and productivity standards (100%).
- Efficiency:* Number of degree programs successfully completing program review (100%).

OBJECTIVE A.2. Continue to develop an online instructional presence to provide access to online courses and degree programs.

- Outcome:* Increase in number of undergraduate and graduate students enrolled in online courses.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a four-year period.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a six-year period.
- Outcome:* Increase the number of non-traditional students enrolled in degree programs.
- Outcome:* Increase the number of drop-out and stop-out students who re-enroll in degree programs.

A.2.1. STRATEGY: Continue to provide resources and training to faculty members who wish to develop online courses or programs.

- Output:* Continue to provide the technical capability to support increased online instruction.
- Output:* Increase the number of online course offerings.
- Output:* Increase the number of online degree programs.
- Efficiency:* Increase in the percentage of faculty engaged in online instruction (at least 9%).
- Efficiency:* Percentage of increase in the number of online courses (at least 9%).
- Efficiency:* Increase in the number of online degree programs (at least 1).

Efficiency: Increase in the number of online course credit-hours generated (at least 7%).

OBJECTIVE A.3. Continue to acquire accreditation of academic programs through discipline-specific.

Outcome: Program curriculum aligned with benchmarked standards of accrediting agency.
Outcome: Students completing degree programs will pass standardized exit examinations.
Outcome: Students completing the accredited degree programs will be admitted to graduate school, or will be employed in the discipline.

A.3.1. STRATEGY: Continue to provide resources and training necessary to gain discipline-specific accreditation.

Output: Align curriculum with accreditation standards.
Output: Provide faculty and administrative personnel sufficient to meet accreditation standards.
Output: Appropriate teaching/learning resources to meet accreditation standards.
Efficiency: Increase in number of discipline-specific accredited academic programs (at least 2).
Explanatory: Dependent on resources to comply with accreditation standards and criteria.

OBJECTIVE A.4. Provide academic support and enrichment programs for students who are admitted to the university in order to improve the retention and graduation rates.

Outcome: Rewarding and enriching experiences are provided for academically talented students.
Outcome: At-risk students will successfully complete degree programs.
Outcome: At-risk students will be retained at a rate comparable to non- at-risk students.
Outcome: The percentage of full-time students completing 30 credit hours within one academic year will steadily increase.
Outcome: The percentage of part-time students completing 12 credit hours within one academic year will steadily increase.
Outcome: The retention rate of first-time full-time undergraduate students will steadily increase.
Outcome: The four-year and six-year retention rates for undergraduate students will increase.

Outcome: The graduation rate for undergraduate students will increase.

A.4.1. STRATEGY: Continue to provide resources and personnel to offer assistance to at-risk students.

Output: Provide centralized tutoring for at-risk students.
Output: Provide professional advising for at-risk student.
Output: Develop and implement a comprehensive electronic interactive student information system in order to improve the efficiency and effectiveness of storing, retrieving, manipulating, and utilizing data/information in making decisions, preparing reports related to students, and improving registration and advisement processes.
Efficiency: Improvement in retention rate of at-risk students (at least 6%).
Efficiency: Improvement in the graduation rate of at-risk students (at least 6%).
Explanatory: Dependent on resources to provide personnel and resources.

A.4.2. STRATEGY: Continue to provide resources and services for high-achieving undergraduate students.

Output: Continue to provide the Honors Curriculum Program for high-achieving undergraduate students.
Output: Continue to provide assistance in acquiring internships or applied experience for all undergraduate students.
Efficiency: Improvement in the retention rate of high-achieving students (8%).
Efficiency: Improvement in the graduation rate of high-achieving students (at least 8%).

GOAL B. Provide qualified and effective faculty in order to provide instruction and engage in research consistent with our mission. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2)

OBJECTIVE B.1. Continue to provide sufficient faculty to effectively offer each degree program.

Outcome: Each degree program will have faculty sufficient to meet discipline-specific and regional accreditation standards.
Outcome: Each degree program will have sufficient faculty appropriately degreed and qualified to teach in the assigned discipline.
Outcome: Geographic, racial, cultural, socioeconomic, disability status, and gender identity diversity among faculty

members.

B.1.1. STRATEGY: Continue to recruit and hire qualified faculty based on program needs.

- Output:* Implement recruiting and hiring process which results in hiring highly qualified candidates from diverse backgrounds.
- Output:* The percentage of teaching faculty with terminal degrees will steadily increase.
- Efficiency:* Student/Faculty ratio (at least 16:1).
- Efficiency:* Percentage of increase of diverse groups (at least 4%).
- Efficiency:* Percentage of faculty with terminal degrees (at least 6%).
- Explanatory:* Dependent on additional funding to support new faculty positions.

OBJECTIVE B.2. Continue to provide salaries and incentives sufficiently competitive to attract and retain the best and brightest faculty.

- Outcome:* Each degree program will have a stable faculty.
- Outcome:* Faculty salaries will be at or above the IHL average for the given discipline.

B.2.1. STRATEGY: Hire new faculty at not less than the state average for a designated rank and discipline.

- Output:* Provide a pool of funds for new hires sufficient to match IHL averages for rank and discipline.
- Efficiency:* Average faculty salary by rank (at least 80% of state median).
- Explanatory:* Dependent on additional funding to support new faculty positions.

B.2.2. STRATEGY: Provide faculty with development opportunities which promote highly effective teaching and research.

- Output:* Designate a pool of fund to support professional development opportunities, including educational study, conference presentation, and professional conference travel.
- Output:* Implement the Office for Faculty Affairs/Center for Faculty Innovation to support, engage and recognize faculty for the development of innovative ideas, courses, and innovative scholarly pursuits.
- Output:* Develop incentive plan for faculty research activity.
- Output:* Create a dashboard that tracks innovation, grants, patents, awards, board appointments, affiliation agreements, and other relevant innovation performance metrics.

- Efficiency:* Increase in the percentage of highly effective faculty members by at least 5% per year over the established FY2028 baseline.
- Efficiency:* Percentage of increase in faculty engagement in faculty development activities (at least 5% per year).
- Efficiency:* Percentage of increase in faculty productivity in research, scholarly and entrepreneurial activities (at least 5% per year).
- Explanatory:* Dependent on new funding to support faculty development.

GOAL C: Provide a high quality physical learning environment for academic programs. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2, Goal 4 & Goal 5)

OBJECTIVE C.1. Continue to provide appropriate administrative and instructional space to carry out teaching, research, and service functions for all academic programs.

- Outcome:* The University provides space to house each academic department.
- Outcome:* The University provides classroom space to accommodate all instruction.
- Outcome:* The University provides space to accommodate research and service functions.

C.1.1. STRATEGY: Assign designated space with degree offerings and research activities.

- Output:* Provide academic administrators, faculty, and staff specific spaces for offices.
- Output:* Provide designated spaces for classroom instruction.
- Output:* Provide designated spaces for research and service functions.
- Efficiency:* Percentage of classroom space utilization (at least 95% per year).
- Efficiency:* Percentage of research space utilization (at least 95% per year).
- Efficiency:* Percentage of service space utilization (at least 95% per year).

C.1.2 STRATEGY: Continue to upgrade/increase space as necessitated by current need.

- Output:* Provide furniture as appropriate for current and added assigned spaces appropriate to disciplines.
- Output:* Provide additional technologically-equipped classroom instructional space appropriate to disciplines.

<i>Output:</i>	Provide equipment necessary to operate research laboratories appropriate to disciplines.
<i>Output:</i>	Provide appropriately equipped space for service provided by academic units.
<i>Efficiency:</i>	Increase in classroom space (5% per year).
<i>Efficiency:</i>	Increase in research space (2% per year).
<i>Efficiency:</i>	Increase in service space (2% per year).
<i>Efficiency:</i>	Increase in inside broadband and WI-FI technology (5% per year).
<i>Efficiency:</i>	increase in outside broadband and WI-FI technology (5% per year).
<i>Explanatory:</i>	Dependent on new funding to support upgrade and expansion of academic space.

GOAL D: Provide academic support services sufficient to allow students to efficiently progress through degree programs. (Higher Education Benchmarks: College Readiness, Student Progress) (ASU Strategic Plan: Goal 3)

OBJECTIVE D.1. Continue to provide academic support programs at the undergraduate level to facilitate teaching and learning for all students.

<i>Outcome:</i>	The University offers tutorial services for students.
<i>Outcome:</i>	The University offers curricular enhancement opportunities for high achieving students.
<i>Outcome:</i>	The University offers library and learning resources sufficient to support all academic programs.
<i>Outcome:</i>	The University tracks student progress.

D.1.1. STRATEGY: Provide resources for tutorial centers.

<i>Output:</i>	Functioning tutorial centers in writing, mathematics, and natural sciences.
<i>Output:</i>	Functioning Honors/Pre-Professional Programs and support personnel.
<i>Output:</i>	Functioning dashboard that tracks relevant curricular and co-curricular student success metrics.
<i>Efficiency:</i>	Maintaining a passing rate of at least 90% for general education writing, mathematics, and science courses.

D.1.2. STRATEGY: Provide library and learning resources to support all degree programs.

<i>Output:</i>	Acquire appropriate contemporary hard copy and electronic resources for every academic program.
<i>Output:</i>	Provide appropriate technology to support 24/7 access to library resources.
<i>Efficiency:</i>	Increase in library resources (at least 2% per year).

Efficiency: Percent of increase in library patronage (at least 10% per year).

Explanatory: Dependent on new funding allocated to the University Libraries to cover the costs of printed and electronic acquisitions.

OBJECTIVE D.2. Continue to systematically track and document student progress.

Outcome: Functioning comprehensive dashboard that tracks relevant student success metrics.

Outcome: Functioning proactive advising system.

D.2.1. STRATEGY: Devise and implement a comprehensive advising system utilizing EAB Navigate to support proactive advising and student success.

Output: Implement a Comprehensive Proactive Advising Plan aligned with student success metrics.

Efficiency: First to second year retention rate of at least 82%.

Efficiency: Four-year graduation rate of at least 45%.

Efficiency: 80% of first-time full time undergraduate students completing 30 credit-hours within first year of enrollment.

Efficiency: Career and graduate /professional school placement rates one and three years after graduation, culminating in a 70% post-graduate placement rate after three years.

Efficiency: Percentage of students admitted to graduate/professional schools (55%).

Academic Affairs - YEAR FOUR: 2030-2031

In order to achieve the goals and objectives listed for FY 2031, \$1,200,000 in new funding will be required.

GOAL A: Provide a comprehensive and robust instructional program which meets the needs of southwest Mississippi, the state, and the nation. (Higher Education Benchmark: Graduates in High-need Disciplines) **(ASU Strategic Plan: Goal 1 & Goal 2)**

OBJECTIVE A.1. Continue to provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

Outcome: Continue to offer degree programs in agriculture, arts and sciences, business, education, and nursing.

Outcome: Graduates of degree programs are gainfully employed in their chosen field, or matriculate in graduate or professional schools.

Outcome: The University offers degree programs in high- need disciplines.

- Outcome:* Offer degree pathway for nontraditional, drop-out and stop-out students.
- Outcome:* Offer pre-college credit-bearing instructions.

A.1.1. STRATEGY: Continue to offer systematic course pathways for each degree program which meet state and regional accreditation requirements.

- Output:* Provide administrators, faculty, and staff resources to offer courses each semester for each degree program.
- Output:* Provide sufficient number of course sections to accommodate student enrollment.
- Output:* Provide digitized system for monitoring student progress toward degree.
- Output:* Provide reclamation pathway
- Output:* Provide dual-enrollment and pre-college credit courses.
- Efficiency:* Percentage of degree programs compliant with IHL and professional accreditation standards (100%).
- Efficiency:* Maintain the number of discipline-specific accreditations (100%).
- Efficiency:* Increase in new degree programs (at least 3).
- Efficiency:* Percentage of increase in online (asynchronous and synchronous) courses (9% increase).
- Efficiency:* Number of participants in reclamation programs (20% increase).
- Efficiency:* Increase in dual enrollment credit-hours generated (10%)

A.1.2. STRATEGY: Continue to review and revise curricular offerings based on need and effectiveness of programs.

- Output:* Conduct annual program review system which allows for periodic review of all academic programs.
- Output:* Establish curriculum advisory committees for each department using external stakeholders and supporters.
- Output:* Implement revised and/or new degree programs.
- Efficiency:* Year over year comparison of revised courses (at least 15%)
- Efficiency:* Year over year comparison of the number of new courses (at least 2%).
- Efficiency:* Number of degree programs compliant with IHL enrollment and productivity standards (100%).
- Efficiency:* Number of degree programs successfully completing program review (100%).

OBJECTIVE A.2. Continue to develop an online instructional presence to provide

access to online courses and degree programs.

- Outcome:* Increase in number of undergraduate and graduate students enrolled in online courses.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a four-year period.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a six-year period.
- Outcome:* Increase the number of non-traditional students enrolled in degree programs.
- Outcome:* Increase the number of drop-out and stop-out students who re-enroll in degree programs.

A.2.1. STRATEGY: Continue to provide resources and training to faculty members who wish to develop online courses or programs.

- Output:* Continue to provide the technical capability to support increased online instruction.
- Output:* Increase the number of online course offerings.
- Output:* Increase the number of online degree programs.
- Efficiency:* Increase in the percentage of faculty engaged in online instruction (at least 7%).
- Efficiency:* Percentage of increase in the number of online courses (at least 7%).
- Efficiency:* Increase in the number of online degree programs (at least 1).
- Efficiency:* Increase in the number of online course credit-hours generated (at least 6%).

OBJECTIVE A.3. Continue to acquire accreditation of academic programs through discipline-specific.

- Outcome:* Program curriculum aligned with benchmarked standards of accrediting agency.
- Outcome:* Students completing degree programs will pass standardized exit examinations.
- Outcome:* Students completing the accredited degree programs will be admitted to graduate school, or will be employed in the discipline.

A.3.1. STRATEGY: Continue to provide resources and training necessary to gain discipline-specific accreditation.

- Output:* Align curriculum with accreditation standards.
- Output:* Provide faculty and administrative personnel sufficient to meet accreditation standards.

<i>Output:</i>	Appropriate teaching/learning resources to meet accreditation standards.
<i>Efficiency:</i>	Increase in number of discipline-specific accredited academic programs (at least 2).
<i>Explanatory:</i>	Dependent on resources to comply with accreditation standards and criteria.

OBJECTIVE A.4. Provide academic support and enrichment programs for students who are admitted to the university in order to improve the retention and graduation rates.

<i>Outcome:</i>	Rewarding and enriching experiences are provided for academically talented students.
<i>Outcome</i>	At-risk students will successfully complete degree programs.
<i>Outcome:</i>	At-risk students will be retained at a rate comparable to non- at-risk students.
<i>Outcome:</i>	The percentage of full-time students completing 30 credit hours within one academic year will steadily increase.
<i>Outcome:</i>	The percentage of part-time students completing 12 credit hours within one academic year will steadily increase.
<i>Outcome:</i>	The retention rate of first-time full-time undergraduate students will steadily increase.
<i>Outcome:</i>	The four-year and six-year retention rates for undergraduate students will increase.
<i>Outcome:</i>	The graduation rate for undergraduate students will increase.

A.4.1. STRATEGY: Continue to provide resources and personnel to offer assistance to at-risk students.

<i>Output:</i>	Provide centralized tutoring for at-risk students.
<i>Output:</i>	Provide professional advising for at-risk student.
<i>Output:</i>	Develop and implement a comprehensive electronic interactive student information system in order to improve the efficiency and effectiveness of storing, retrieving, manipulating, and utilizing data/information in making decisions, preparing reports related to students, and improving registration and advisement processes.
<i>Efficiency:</i>	Improvement in retention rate of at-risk students (at least 5%).
<i>Efficiency:</i>	Improvement in the graduation rate of at-risk students (at least 5%).
<i>Explanatory:</i>	Dependent on resources to provide personnel and resources.

A.4.2. STRATEGY: Continue to provide resources and services for high-achieving undergraduate students.

- Output:* Continue to provide the Honors Curriculum Program for high-achieving undergraduate students.
- Output:* Continue to provide assistance in acquiring internships or applied experience for all undergraduate students.
- Efficiency:* Improvement in the retention rate of high-achieving students (7%).
- Efficiency:* Improvement in the graduation rate of high-achieving students (at least 7%).

GOAL B. Provide qualified and effective faculty in order to provide instruction and engage in research consistent with our mission. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2)

OBJECTIVE B.1. Continue to provide sufficient faculty to effectively offer each degree program.

- Outcome:* Each degree program will have faculty sufficient to meet discipline-specific and regional accreditation standards.
- Outcome:* Each degree program will have sufficient faculty appropriately degreed and qualified to teach in the assigned discipline.
- Outcome:* Geographic, racial, cultural, socioeconomic, disability status, and gender identity diversity among faculty members.

B.1.1. STRATEGY: Continue to recruit and hire qualified faculty based on program needs.

- Output:* Implement recruiting and hiring process which results in hiring highly qualified candidates from diverse backgrounds.
- Output:* The percentage of teaching faculty with terminal degrees will steadily increase.
- Efficiency:* Student/Faculty ratio (at least 16:1).
- Efficiency:* Percentage of increase of diverse groups (at least 3%).
- Efficiency:* Percentage of faculty with terminal degrees (at least 5%).
- Explanatory:* Dependent on additional funding to support new faculty positions.

OBJECTIVE B.2. Continue to provide salaries and incentives sufficiently competitive to attract and retain the best and brightest faculty.

- Outcome:* Each degree program will have a stable faculty.
- Outcome:* Faculty salaries will be at or above the IHL average for the

given discipline.

B.2.1. STRATEGY: Hire new faculty at not less than the state average for a designated rank and discipline.

Output: Provide a pool of funds for new hires sufficient to match IHL averages for rank and discipline.

Efficiency: Average faculty salary by rank (at least 80% of state median).

Explanatory: Dependent on additional funding to support new faculty positions.

B.2.2. STRATEGY: Provide faculty with development opportunities which promote highly effective teaching and research.

Output: Designate a pool of fund to support professional development opportunities, including educational study, conference presentation, and professional conference travel.

Output: Implement the Office for Faculty Affairs/Center for Faculty Innovation to support, engage and recognize faculty for the development of innovative ideas, courses, and innovative scholarly pursuits.

Output: Develop incentive plan for faculty research activity.

Output: Create a dashboard that tracks innovation, grants, patents, awards, board appointments, affiliation agreements, and other relevant innovation performance metrics.

Efficiency: Increase in the percentage of highly effective faculty members by at least 5% per year over the established FY2028 baseline.

Efficiency: Percentage of increase in faculty engagement in faculty development activities (at least 5% per year).

Efficiency: Percentage of increase in faculty productivity in research, scholarly and entrepreneurial activities (at least 5% per year).

Explanatory: Dependent on new funding to support faculty development.

GOAL C: Provide a high quality physical learning environment for academic programs. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2, Goal 4 & Goal 5)

OBJECTIVE C.1. Continue to provide appropriate administrative and instructional space to carry out teaching, research, and service functions for all academic programs.

Outcome: The University provides space to house each academic department.

- Outcome:* The University provides classroom space to accommodate all instruction.
- Outcome:* The University provides space to accommodate research and service functions.

C.1.1. STRATEGY: Assign designated space with degree offerings and research activities.

- Output:* Provide academic administrators, faculty, and staff specific spaces for offices.
- Output:* Provide designated spaces for classroom instruction.
- Output:* Provide designated spaces for research and service functions.
- Efficiency:* Percentage of classroom space utilization (at least 95% per year).
- Efficiency:* Percentage of research space utilization (at least 95% per year).
- Efficiency:* Percentage of service space utilization (at least 95% per year).

C.1.2 STRATEGY: Continue to upgrade/increase space as necessitated by current need.

- Output:* Provide furniture as appropriate for current and added assigned spaces appropriate to disciplines.
- Output:* Provide additional technologically-equipped classroom instructional space appropriate to disciplines.
- Output:* Provide equipment necessary to operate research laboratories appropriate to disciplines.
- Output:* Provide appropriately equipped space for service provided by academic units.
- Efficiency:* Increase in classroom space (5% per year).
- Efficiency:* Increase in research space (2% per year).
- Efficiency:* Increase in service space (2% per year).
- Efficiency:* Increase in inside broadband and WI-FI technology (5% per year).
- Efficiency:* increase in outside broadband and WI-FI technology (5% per year).
- Explanatory:* Dependent on new funding to support upgrade and expansion of academic space.

GOAL D: Provide academic support services sufficient to allow students to efficiently progress through degree programs. (Higher Education Benchmarks: College Readiness, Student Progress) (ASU Strategic Plan: Goal 3)

OBJECTIVE D.1. Continue to provide academic support programs at the undergraduate level to facilitate teaching and learning for all students.

- Outcome:* The University offers tutorial services for students.
- Outcome:* The University offers curricular enhancement opportunities for high achieving students.
- Outcome:* The University offers library and learning resources sufficient to support all academic programs.
- Outcome:* The University tracks student progress.

D.1.1. STRATEGY: Provide resources for tutorial centers.

- Output:* Functioning tutorial centers in writing, mathematics, and natural sciences.
- Output:* Functioning Honors/Pre-Professional Programs and support personnel.
- Output:* Functioning dashboard that tracks relevant curricular and co-curricular student success metrics.
- Efficiency:* Passing rate for general education writing, mathematics, and science courses.

D.1.2. STRATEGY: Provide library and learning resources to support all degree programs.

- Output:* Acquire appropriate contemporary hard copy and electronic resources for every academic program.
- Output:* Provide appropriate technology to support 24/7 access to library resources.
- Efficiency:* Increase in library resources (at least 2% per year).
- Efficiency:* Percent of increase in library patronage (at least 10% per year).
- Explanatory:* Dependent on new funding allocated to the University Libraries to cover the costs of printed and electronic acquisitions.

OBJECTIVE D.2. Continue to systematically track and document student progress.

- Outcome:* Functioning comprehensive dashboard that tracks relevant student success metrics.
- Outcome:* Functioning proactive advising system.

D.2.1. STRATEGY: Devise and implement a comprehensive advising system utilizing EAB Navigate to support proactive advising and student success.

- Output:* Implement a Comprehensive Proactive Advising Plan aligned with student success metrics.
- Efficiency:* First to second year retention rate of at least 84%.
- Efficiency:* Four-year graduation rate of at least 48%.
- Efficiency:* 80% of first-time full time undergraduate students

<i>Efficiency:</i>	completing 30 credit-hours within first year of enrollment. Career and graduate /professional school placement rates one and three years after graduation, culminating in a 70% post-graduate placement rate after three years.
<i>Efficiency:</i>	Percentage of students admitted to graduate/professional schools (55%).

Academic Affairs - YEAR FIVE: 2031-2032

In order to achieve the goals and objectives listed for FY 2032, \$1,200,000 in new funding will be required.

GOAL A: Provide a comprehensive and robust instructional program which meets the needs of southwest Mississippi, the state, and the nation. (Higher Education Benchmark: Graduates in High-need Disciplines) (ASU Strategic Plan: Goal 1 & Goal 2)

OBJECTIVE A.1. Continue to provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

<i>Outcome:</i>	Continue to offer degree programs in agriculture, arts and sciences, business, education, and nursing.
<i>Outcome:</i>	Graduates of degree programs are gainfully employed in their chosen field, or matriculate in graduate or professional schools.
<i>Outcome:</i>	The University offers degree programs in high- need disciplines.
<i>Outcome:</i>	Offer degree pathway for nontraditional, drop-out and stop-out students.
<i>Outcome:</i>	Offer pre-college credit-bearing instructions.

A.1.1. STRATEGY: Continue to offer systematic course pathways for each degree program which meet state and regional accreditation requirements.

<i>Output:</i>	Provide administrators, faculty, and staff resources to offer courses each semester for each degree program.
<i>Output:</i>	Provide sufficient number of course sections to accommodate student enrollment.
<i>Output:</i>	Provide digitized system for monitoring student progress toward degree.
<i>Output:</i>	Provide reclamation pathway
<i>Output:</i>	Provide dual-enrollment and pre-college credit courses.
<i>Efficiency:</i>	Percentage of degree programs compliant with IHL and professional accreditation standards (100%).

- Efficiency:* Maintain the number of discipline-specific accreditations (100%).
- Efficiency:* Increase in new degree programs (at least 3).
- Efficiency:* Percentage of increase in online (asynchronous and synchronous) courses (10% increase).
- Efficiency:* Number of participants in reclamation programs (21% increase).
- Efficiency:* Increase in dual enrollment credit-hours generated (10%)

A.1.2. STRATEGY: Continue to review and revise curricular offerings based on need and effectiveness of programs.

- Output:* Conduct annual program review system which allows for periodic review of all academic programs.
- Output:* Establish curriculum advisory committees for each department using external stakeholders and supporters.
- Output:* Implement revised and/or new degree programs.
- Efficiency:* Year over year comparison of revised courses (at least 15%)
- Efficiency:* Year over year comparison of the number of new courses (at least 2%).
- Efficiency:* Number of degree programs compliant with IHL enrollment and productivity standards (100%).
- Efficiency:* Number of degree programs successfully completing program review (100%).

OBJECTIVE A.2. Continue to develop an online instructional presence to provide access to online courses and degree programs.

- Outcome:* Increase in number of undergraduate and graduate students enrolled in online courses.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a four-year period.
- Outcome:* Increase in number of undergraduate and graduate students completing degree programs over a six-year period.
- Outcome:* Increase the number of non-traditional students enrolled in degree programs.
- Outcome:* Increase the number of drop-out and stop-out students who re-enroll in degree programs.

A.2.1. STRATEGY: Continue to provide resources and training to faculty members who wish to develop online courses or programs.

- Output:* Continue to provide the technical capability to support increased online instruction.
- Output:* Increase the number of online course offerings.

<i>Output:</i>	Increase the number of online degree programs.
<i>Efficiency:</i>	Increase in the percentage of faculty engaged in online instruction (at least 8%).
<i>Efficiency:</i>	Percentage of increase in the number of online courses (at least 8%).
<i>Efficiency:</i>	Increase in the number of online degree programs (at least 1).
<i>Efficiency:</i>	Increase in the number of online course credit-hours generated (at least 6%).

OBJECTIVE A.3. Continue to acquire accreditation of academic programs through discipline-specific.

<i>Outcome:</i>	Program curriculum aligned with benchmarked standards of accrediting agency.
<i>Outcome:</i>	Students completing degree programs will pass standardized exit examinations.
<i>Outcome:</i>	Students completing the accredited degree programs will be admitted to graduate school, or will be employed in the discipline.

A.3.1. STRATEGY: Continue to provide resources and training necessary to gain discipline-specific accreditation.

<i>Output:</i>	Align curriculum with accreditation standards.
<i>Output:</i>	Provide faculty and administrative personnel sufficient to meet accreditation standards.
<i>Output:</i>	Appropriate teaching/learning resources to meet accreditation standards.
<i>Efficiency:</i>	Increase in number of discipline-specific accredited academic programs (at least 2).
<i>Explanatory:</i>	Dependent on resources to comply with accreditation standards and criteria.

OBJECTIVE A.4. Provide academic support and enrichment programs for students who are admitted to the university in order to improve the retention and graduation rates.

<i>Outcome:</i>	Rewarding and enriching experiences are provided for academically talented students.
<i>Outcome</i>	At-risk students will successfully complete degree programs.
<i>Outcome:</i>	At-risk students will be retained at a rate comparable to non- at-risk students.
<i>Outcome:</i>	The percentage of full-time students completing 30 credit hours within one academic year will steadily increase.

- Outcome:* The percentage of part-time students completing 12 credit hours within one academic year will steadily increase.
- Outcome:* The retention rate of first-time full-time undergraduate students will steadily increase.
- Outcome:* The four-year and six-year retention rates for undergraduate students will increase.
- Outcome:* The graduation rate for undergraduate students will increase.

A.4.1. STRATEGY: Continue to provide resources and personnel to offer assistance to at-risk students.

- Output:* Provide centralized tutoring for at-risk students.
- Output:* Provide professional advising for at-risk student.
- Output:* Develop and implement a comprehensive electronic interactive student information system in order to improve the efficiency and effectiveness of storing, retrieving, manipulating, and utilizing data/information in making decisions, preparing reports related to students, and improving registration and advisement processes.
- Efficiency:* Improvement in retention rate of at-risk students (at least 6%).
- Efficiency:* Improvement in the graduation rate of at-risk students (at least 6%).
- Explanatory:* Dependent on resources to provide personnel and resources.

A.4.2. STRATEGY: Continue to provide resources and services for high-achieving undergraduate students.

- Output:* Continue to provide the Honors Curriculum Program for high-achieving undergraduate students.
- Output:* Continue to provide assistance in acquiring internships or applied experience for all undergraduate students.
- Efficiency:* Improvement in the retention rate of high-achieving students (8%).
- Efficiency:* Improvement in the graduation rate of high-achieving students (at least 8%).

GOAL B. Provide qualified and effective faculty in order to provide instruction and engage in research consistent with our mission. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2)

OBJECTIVE B.1. Continue to provide sufficient faculty to effectively offer each degree program.

- Outcome:* Each degree program will have faculty sufficient to meet discipline-specific and regional accreditation standards.
- Outcome:* Each degree program will have sufficient faculty appropriately degreed and qualified to teach in the assigned discipline.
- Outcome:* Geographic, racial, cultural, socioeconomic, disability status, and gender identity diversity among faculty members.

B.1.1. STRATEGY: Continue to recruit and hire qualified faculty based on program needs.

- Output:* Implement recruiting and hiring process which results in hiring highly qualified candidates from diverse backgrounds.
- Output:* The percentage of teaching faculty with terminal degrees will steadily increase.
- Efficiency:* Student/Faculty ratio (at least 16:1).
- Efficiency:* Percentage of increase of diverse groups (at least 5%).
- Efficiency:* Percentage of faculty with terminal degrees (at least 7%).
- Explanatory:* Dependent on additional funding to support new faculty positions.

OBJECTIVE B.2. Continue to provide salaries and incentives sufficiently competitive to attract and retain the best and brightest faculty.

- Outcome:* Each degree program will have a stable faculty.
- Outcome:* Faculty salaries will be at or above the IHL average for the given discipline.

B.2.1. STRATEGY: Hire new faculty at not less than the state average for a designated rank and discipline.

- Output:* Provide a pool of funds for new hires sufficient to match IHL averages for rank and discipline.
- Efficiency:* Average faculty salary by rank (at least 80% of state median).
- Explanatory:* Dependent on additional funding to support new faculty positions.

B.2.2. STRATEGY: Provide faculty with development opportunities which promote highly effective teaching and research.

- Output:* Designate a pool of fund to support professional development opportunities, including educational study, conference presentation, and professional conference travel.
- Output:* Implement the Office for Faculty Affairs/Center for Faculty

	Innovation to support, engage and recognize faculty for the development of innovative ideas, courses, and innovative scholarly pursuits.
<i>Output:</i>	Develop incentive plan for faculty research activity.
<i>Output:</i>	Create a dashboard that tracks innovation, grants, patents, awards, board appointments, affiliation agreements, and other relevant innovation performance metrics.
<i>Efficiency:</i>	Increase in the percentage of highly effective faculty members by at least 5% per year over the established FY2028 baseline.
<i>Efficiency:</i>	Percentage of increase in faculty engagement in faculty development activities (at least 5% per year).
<i>Efficiency:</i>	Percentage of increase in faculty productivity in research, scholarly and entrepreneurial activities (at least 5% per year).
<i>Explanatory:</i>	Dependent on new funding to support faculty development.

GOAL C: Provide a high quality physical learning environment for academic programs. (Higher Education Benchmark: Quality of Learning Environment) (ASU Strategic Plan: Goal 2, Goal 4 & Goal 5)

OBJECTIVE C.1. Continue to provide appropriate administrative and instructional space to carry out teaching, research, and service functions for all academic programs.

<i>Outcome:</i>	The University provides space to house each academic department.
<i>Outcome:</i>	The University provides classroom space to accommodate all instruction.
<i>Outcome:</i>	The University provides space to accommodate research and service functions.

C.1.1. STRATEGY: Assign designated space with degree offerings and research activities.

<i>Output:</i>	Provide academic administrators, faculty, and staff specific spaces for offices.
<i>Output:</i>	Provide designated spaces for classroom instruction.
<i>Output:</i>	Provide designated spaces for research and service functions.
<i>Efficiency:</i>	Percentage of classroom space utilization (at least 95% per year).
<i>Efficiency:</i>	Percentage of research space utilization (at least 95% per year).
<i>Efficiency:</i>	Percentage of service space utilization (at least 95% per year).

C.1.2 STRATEGY: Continue to upgrade/increase space as necessitated by current need.

- Output:* Provide furniture as appropriate for current and added assigned spaces appropriate to disciplines.
- Output:* Provide additional technologically-equipped classroom instructional space appropriate to disciplines.
- Output:* Provide equipment necessary to operate research laboratories appropriate to disciplines.
- Output:* Provide appropriately equipped space for service provided by academic units.
- Efficiency:* Increase in classroom space (5% per year).
- Efficiency:* Increase in research space (2% per year).
- Efficiency:* Increase in service space (2% per year).
- Efficiency:* Increase in inside broadband and WI-FI technology (5% per year).
- Efficiency:* increase in outside broadband and WI-FI technology (5% per year).
- Explanatory:* Dependent on new funding to support upgrade and expansion of academic space.

GOAL D: Provide academic support services sufficient to allow students to efficiently progress through degree programs. (Higher Education Benchmarks: College Readiness, Student Progress) (ASU Strategic Plan: Goal 3)

OBJECTIVE D.1. Continue to provide academic support programs at the undergraduate level to facilitate teaching and learning for all students.

- Outcome:* The University offers tutorial services for students.
- Outcome:* The University offers curricular enhancement opportunities for high achieving students.
- Outcome:* The University offers library and learning resources sufficient to support all academic programs.
- Outcome:* The University tracks student progress.

D.1.1. STRATEGY: Provide resources for tutorial centers.

- Output:* Functioning tutorial centers in writing, mathematics, and natural sciences.
- Output:* Functioning Honors/Pre-Professional Programs and support personnel.
- Output:* Functioning dashboard that tracks relevant curricular and co-curricular student success metrics.
- Efficiency:* Passing rate for general education writing, mathematics, and science courses.

D.1.2. STRATEGY: Provide library and learning resources to support

all degree programs.

- Output:* Acquire appropriate contemporary hard copy and electronic resources for every academic program.
- Output:* Provide appropriate technology to support 24/7 access to library resources.
- Efficiency:* Increase in library resources (at least 2% per year).
- Efficiency:* Percent of increase in library patronage (at least 10% per year).
- Explanatory:* Dependent on new funding allocated to the University Libraries to cover the costs of printed and electronic acquisitions.

OBJECTIVE D.2. Continue to systematically track and document student progress.

- Outcome:* Functioning comprehensive dashboard that tracks relevant student success metrics.
- Outcome:* Functioning proactive advising system.

D.2.1. STRATEGY: Devise and implement a comprehensive advising system utilizing EAB Navigate to support proactive advising and student success.

- Output:* Implement a Comprehensive Proactive Advising Plan aligned with student success metrics.
- Efficiency:* First to second year retention rate of at least 85%.
- Efficiency:* Four-year graduation rate of at least 50%.
- Efficiency:* 80% of first-time full time undergraduate students completing 30 credit-hours within first year of enrollment.
- Efficiency:* Career and graduate /professional school placement rates one and three years after graduation, culminating in a 70% post-graduate placement rate after three years.
- Efficiency:* Percentage of students admitted to graduate/professional schools (55%).

Student Affairs - YEAR ONE: 2027-2028

In order to achieve the goals and objectives listed for FY 2028, \$625,000 in new funding will be required. (ASU Strategic Plan Goal 1 & Goal 4)

GOAL A: Provide adequate housing to meet the needs of students attending the university.

OBJECTIVE A.1: Improve the quality and availability of student housing.

- Outcome:* Additional modern equipped residential facilities.

STRATEGY A.1: Complete construction project effort begun in FY23.

Output: Provide resources required for residence expansion.
Efficiency: Increase in the number of bed spaces.
Explanatory: Requires continued funding from previous year.

GOAL B: Continue effective recruitment program in order to facilitate access and achieve enrollment goals including ethnic diversity and non-traditional students.

OBJECTIVE B.1. Sustained enrollment growth.

Outcome: Steady increase in enrollment.

STRATEGY B.1: Adhere to formal enrollment management plan.

Output: Activities associated with enrollment management plan.
Efficiency: 2% increase in enrollment.
Explanatory: Contingent on new funding.

GOAL C: Develop and encourage student leadership.

OBJECTIVE C.1. Continue to promote facilitate and provide opportunities for leadership development of students.

Outcome: Students will be prepared for leadership roles in their places of employment and community.

STRATEGY C.1: Provide leadership experience for students each semester either on or off campus.

Output: Provide leadership training opportunities for students.
Efficiency: Increase percentage of student leaders active in student organizations.
Explanatory: Contingent on new funding.

GOAL D: Decrease alcohol and drug use.

OBJECTIVE D.1: Increase student awareness of the negative impact and consequences of alcohol and drug use.

Outcome: A healthier and safer student population.

STRATEGY D.1: Offer programs and services that emphasize and document the risks associated with drugs and alcohol.

Output: Resources and events required to offer programs and services.
Efficiency: Reduction in the number of alcohol and drug incidents reported.

Explanatory: Contingent on new funding.

Student Affairs - YEAR TWO: 2028-2029

In order to achieve the goals and objectives listed for FY 2029, \$175,000 in new funding will be required. (ASU Strategic Plan Goal 1 & Goal 5)

GOAL A: Provide a healthy environment for students.

OBJECTIVE A.1. Expand health service offerings.

Outcome: Improved access to healthcare for students.

STRATEGY A.1: Assess market value of a physician/nurse practitioner/disability coordinator, secure funding, and hire.

Output: Hire a full-time physician/nurse practitioner/disability coordinator.

Efficiency: Increase in number of students who can be treated on campus.

Explanatory: Need funding for market value of a physician/nurse practitioner/disability coordinator.

GOAL B: Foster leadership development.

OBJECTIVE B.1: Host a regional Student Leadership Conference.

Outcome: Students who are prepared for leadership roles in their employment and their communities.

STRATEGY B.1: Plan program and invite students from institutions in the Region.

Output: Resources required to plan and implement the conference.

Efficiency: Number of students completing leadership training

Explanatory: Contingent on new funding.

GOAL C: Continue to provide opportunities for student to experience shared governance participation in the Student Government Association and service on the Judicial Affairs Student Disciplinary Committee

OBJECTIVE C.1. Ensure student participation in decision making and policy development that impact their experience.

Outcome: Programs and services that more adequately meet the

needs and expectations of students.

STRATEGY C.1: Participation in the Student Government Association and service on the Judicial Affairs Student Disciplinary Committee.

Output: Ensure a functioning student government association and judicial affairs committee.
Efficiency: Increase in the number of students participating in shared governance activities.
Explanatory: Increase in the number judicial cases.

GOAL D: Foster cultural and social tolerance.

OBJECTIVE D.1. Continue to promote appreciation for diversity through cultural and social awareness programming.

Outcome: Students who are better prepared for global competition.

STRATEGY D.1: Offer programming that accentuates and explains social and cultural differences.

Output: Programs offered.
Efficiency: Increase in the number of social and cultural events.
Explanatory: Increase in international student population and increase in diversity group.

Student Affairs – YEAR THREE: 2029-2030

In order to achieve the goals and objectives listed for FY 2030, \$400,000 in new funding will be required. (ASU Strategic Plan Goal 1 & Goal 2)

GOAL A: Achieve enrollment of at least 3250 with at least one percent being international students.

OBJECTIVE A.1. Sustained enrollment growth as well as diversity within the student Population.

Outcome: Continuous increase in total enrollment.
Outcome: Increased enrollment of different groups.

STRATEGY A.1: Identify/cultivate new markets and develop incentive Programs.

Output: Hire a full-time AVP for Enrollment Management and re-

institute Enrollment Management Team
Output: Expand internal recruiting activities (Schools, Departments.)
Output: Expand external recruiting activities (Alumni, partners, digital platforms.)
Efficiency: Percentage of annual enrollment increases.
Efficiency: Percentage of increase in diversity groups.
Explanatory: Contingent on new funding.

GOAL B: Ensure that the university continues to provide a wholesome atmosphere where students, faculty, and staff can conduct teaching, learning, social, and cultural development in an effective and efficient manner.

OBJECTIVE B.1. Provide a safe and healthy campus environment by maintaining appropriate safety and security personnel, and by establishing policies and procedures which ensure such an environment.

Outcome: An environment where teaching and learning can thrive.

STRATEGY A.1: Provide annual review of personnel, policies, procedures, and reports related to safety and health.

Output: Number of issues /concerns identified.
Efficiency: Percentage of reduction in health and safety complaints.
Explanatory: Funding needed for personnel and equipment.

GOAL C: Improve student-centered environment.

OBJECTIVE C.1. Increase on-campus activities that will promote living and learning experiences, social responsibility, teamwork, and cultural enrichment. Augment the academic experience of students.

Outcome: Students who are better prepared to live and work in a civilized Society.
Outcome: Students can model values of a civil society.

STRATEGY C.1: Administer inventory to students to determine needs.

Output: Create wellness center with student-requested activities
Efficiency: Percentage of students who participate in activities.
Explanatory: Contingent on new funding.

GOAL D: Identify and develop at least one new recruiting market to support enrollment goals.

OBJECTIVE D.1. Expand the pool of prospective students.

Outcome: Increased enrollment.

STRATEGY D.1: Use testing agency search service to identify students whose desired college profile matches Alcorn.

Output: Implement campaign to increase male students with composite ACT 21-24.
Efficiency: Direct marketing to prospective students who match our profile.
Explanatory: Decrease in male enrollment

Student Affairs – YEAR FOUR: 2030-2031

In order to achieve the goals and objectives listed for FY 2031, \$850,000 in new funding will be required. (ASU Strategic Plan Goal 1, Goal 2, & Goal 3)

GOAL A: Develop career/pre-professional services staff to address a full range of interventions to assist students at any stage of their career development.

OBJECTIVE A.1. Lead in the delivery of career coaching/advising/counseling services, including group based and instructional applications.

Outcome: Improve overall employment outcome based on our annual First Destination Report.
Outcome: Increase student/employer satisfaction and the quantity of business relationships.

STRATEGY A.1: Conduct bi-weekly workshops/groups centered around National Association of Colleges and Employers (NACE) Professional Competencies for College and University Career Services Practitioners for each academic department.

Output: Provide onsite soft skill training to supplement the hard or technical skills taught by academic departments.
Efficiency: Increase full time and part time employment outcome, employer recruitment percentage, and continuing education enrollment.
Explanatory: Need to help students develop soft skills and interview skills.

GOAL B: Increase new student enrollment by 2 percent.

OBJECTIVE: Continue effective enrollment management system.

Outcome: Increase in enrollment and retention.

STRATEGY: Implement designed and delivered enrollment management plan.

Output: Components of the plan.
Efficiency: Structured approach to enrollment management.
Explanatory: Contingent on new funding.

Goal B: Identify and develop at least one new market to support enrollment goals.

OBJECTIVE: Expand the pool of prospective students.

Outcome: Increased enrollment.

STRATEGY: Use testing agency search service to identify students whose desired college profile matches Alcorn.

Output: Number of contacts made based on the pool of candidates.
Efficiency: Direct marketing to prospective students who match our profile.
Explanatory: Contingent on new funding.

Student Affairs – YEAR FIVE: 2031-2032

In order to achieve the goals and objectives listed for FY 2032, \$850,000 in new funding will be required. (ASU Strategic Plan Goal 1, Goal 2, & Goal 3)

GOAL A: Develop career/pre-professional services staff to address a full range of interventions to assist students at any stage of their career development.

OBJECTIVE A.1. Lead in the delivery of career coaching/advising/counseling services, including group based and instructional applications.

Outcome: Improve overall employment outcome based on our annual First Destination Report.
Outcome: Increase student/employer satisfaction and the quantity of business relationships.

STRATEGY A.1: Conduct bi-weekly workshops/groups centered around National Association of Colleges and Employers (NACE) Professional Competencies for College and University Career Services Practitioners for each academic department.

Output: Provide onsite soft skill training to supplement the hard or technical skills taught by academic departments.
Efficiency: Increase full time and part time employment outcome, employer recruitment percentage, and continuing education enrollment.
Explanatory: Need to help students develop soft skills and interview skills.

GOAL B: Increase new student enrollment by 2 percent.

OBJECTIVE: Continue effective enrollment management system.

Outcome: Increase in enrollment and retention.

STRATEGY: Implement designed and delivered enrollment management plan.

Output: Components of the plan.

Efficiency: Structured approach to enrollment management.

Explanatory: Contingent on new funding.

Goal B: Identify and develop at least one new market to support enrollment goals.

OBJECTIVE: Expand the pool of prospective students.

Outcome: Increased enrollment.

STRATEGY: Use testing agency search service to identify students whose desired college profile matches Alcorn.

Output: Number of contacts made based on the pool of candidates.

Efficiency: Direct marketing to prospective students who match our profile.

Explanatory: Contingent on new funding.

OBJECTIVE A.1: Improve the quality and availability of student housing.

Outcome: Additional modern equipped residential facilities.

STRATEGY A.1: Complete construction project effort begun in FY23.

Output: Provide resources required for residence expansion.

Efficiency: Increase in the number of bed spaces.

Explanatory: Requires continued funding from previous year.

GOAL B: Continue effective recruitment program in order to facilitate access and achieve enrollment goals including ethnic diversity and non-traditional students.

OBJECTIVE B.1: Sustained enrollment growth.

Outcome: Steady increase in enrollment.

STRATEGY B.1: Adhere to formal enrollment management plan.

Output: Activities associated with enrollment management plan.

Efficiency: 2% increase in enrollment.

Explanatory: Contingent on new funding.

GOAL C: Develop and encourage student leadership.

OBJECTIVE C.1. Continue to promote facilitate and provide opportunities for leadership development of students.

Outcome: Students will be prepared for leadership roles in their places of employment and community.

STRATEGY C.1: Provide leadership experience for students each semester either on or off campus.

Output: Provide leadership training opportunities for students.

Efficiency: Increase percentage of student leaders active in student organizations.

Explanatory: Contingent on new funding.

GOAL D: Decrease alcohol and drug use.

OBJECTIVE D.1: Increase student awareness of the negative impact and consequences of alcohol and drug use.

Outcome: A healthier and safer student population.

STRATEGY D.1: Offer programs and services that emphasize and document the risks associated with drugs and alcohol.

Output: Resources and events required to offer programs and services.

Efficiency: Reduction in the number of alcohol and drug incidents reported.

Explanatory: Contingent on new funding.

Finance and Administration - YEAR ONE: 2027-2028

In order to achieve the goals and objectives listed for FY 2028, \$1,238,116 in new funding will be required.

GOAL A: Improve the integration of program planning and budget planning, resource allocation, and reallocation to reflect the programmatic priorities of the University. (ASU Strategic Plan: Goal 3)

OBJECTIVE A.1. Effectively budget resources of the University to align with program planning and priorities of the University.

Outcome: Change in university budget process.
Outcome: Final budget reflects an allocation of a material amount of resources to the most significant programs of the university.
Outcome: Resources dedicated to academic programs increases.

A.1.1 STRATEGY: Evaluate and develop a plan for improvement of the existing budget planning process.

Output: Number of meetings with different University departments.
Output: A budget plan document.
Output: A final budget based on the University's program planning
Efficiency: Percentage of resources allocated to significant programs.

GOAL B: Evaluate and access business operations of the University to become more efficient and effective and eliminate obsolete and ineffective processes and procedures. (ASU Strategic Plan: Goal 1)

OBJECTIVE B.1. Improve business operations of the University to be more efficient and effective.

Outcome: Business operations are more effective.
Outcome: Obsolete processes and procedures are eliminated.

B.1.1. STRATEGY: Form a committee to review business operations.

Output: Number of obsolete processes eliminated.
Output: Number of processes improved with technology.
Output: Number of processes and procedures revised.
Efficiency: Amount of labor hours saved from implementing new procedures.
Efficiency: Percentage or amount of dollars saved from improved or eliminated processes.

GOAL C: Maintain strong fiscal stability. (ASU Strategic Plan: Goal 2)

OBJECTIVE C.1: Receive a favorable score on the National Association of College and University Business Officers Composite Financial Index (CFI).

Outcome: CFI reports.
Outcome: External audits performed by independent auditors.
Outcome: Internal audits performed by internal auditor.

C.1.1. STRATEGY: Monitor revenue and expenses during the year to adjust when necessary.

Output: Financial Statement analysis showing revenue exceed expenses.
Output: Unqualified Audit Report.
Efficiency: Revenue exceeds expenses by a maximum amount.

Efficiency: Analysis showing financial stability (i.e., Ratios).

GOAL D: Increase student satisfaction and provide excellent customer service to all the University faculty, staff, students, and external constituents. (ASU Strategic Plan: Goal 1)

OBJECTIVE D.1. Increase customer service satisfaction by 10% each year.

Outcome: Feedback from surveys show the percentage of customer service satisfaction.

Outcome: No complaint forms completed or a decrease in complaint forms.

D.1.1. STRATEGY: Observe and Review customer satisfaction and complaints.

Output: Surveys reveal a percentage of satisfied customers.

Output: Complaint forms show how many complaints were filed during the year.

GOAL E: Continue to build the development and fundraising capabilities of the University in order to secure a significant amount of non- state support for restricted and unrestricted purposes. (ASU Strategic Plan: Goal 4)

OBJECTIVE E.1. Provide more revenue sources for the University.

Outcome: Two or three more revenue sources identified

Outcome: Received income for more revenue sources than we have shown in the past.

E.1.1. STRATEGY: Research revenue sources of other institutions and identify sources that are suitable for the University.

Output: Number of other revenue sources identified.

Output: Number of revenue sources explored for feasibility.

GOAL F: Build the university endowment programs to produce adequate dividends to support the mission of university and exploit more opportunities. (ASU Strategic Plan: Goal 5)

OBJECTIVE F.1. Increase income received from endowment funds by two to three percent.

Outcome: Two percent increase in endowment income.

Outcome: More diverse portfolio of investments of the endowment funds.

F.1.1. STRATEGY: Research options available to increase endowment income.

<i>Output:</i>	Number of options available to invest endowment funds.
<i>Output:</i>	What percentage other schools are receiving in endowment income.
<i>Efficiency:</i>	Endowment funds invested to receive two to three percent increase in income.

GOAL G: Ensure all faculty, students, and professional staff have adequate access to information technology necessary to perform their duties and assignments, including access to information networks, Internet, and others as appropriate. (ASU Strategic Plan: Goal 3)

OBJECTIVE G.1. Faculty, staff, and students have adequate access to the internet through an expanded Wi-Fi and broadband initiative.

<i>Outcome:</i>	Faculty can provide online teaching without delays or interruptions at speeds conducive to teaching.
<i>Outcome:</i>	Students have internet speeds available for learning and business operations.
<i>Outcome:</i>	Completion of the IT Roadmap project.
<i>Outcome:</i>	80% of the automated onboarding assessment software will be implemented in all new hires.

G.1.1. STRATEGY: Center for Information Technology evaluate access to internet on campus and address the concerns and needs to provide the service.

<i>Output:</i>	Number of students accessing internet
<i>Output:</i>	Number of faculty members accessing internet.

OBJECTIVE G.2. Faculty, staff, and students have adequate access to all information needed.

<i>Output:</i>	Number of faculty using mobile devices.
<i>Output:</i>	Number of students accessing computer labs, mobile devices on campus and in residence halls.

G.2.1. STRATEGY: University to provide access to laptops, iPads, and other devices to faculty and staff.

<i>Output:</i>	Number of students using computer labs.
<i>Output:</i>	Number of faculty using university provided lap- tops, iPad, and other mobile devices.

GOAL H: Provide a safe and secure environment for all who encounter the university campuses. (ASU Strategic Plan: Goal 3)

OBJECTIVE H.1. Campus police will implement being more visible to combat unsafe occurrences.

<i>Outcome:</i>	Less crime on campuses.
<i>Outcome:</i>	Campus police prevent crimes from reoccurring.

H.1.1. STRATEGY: Campus police will implement a campus wide plan for

preventing all crimes.

Output: Plan developed and approved to combat crime.
Output: Percentage of crimes occurring is decreased.
Output: Number of crimes decreased.
Output: Number of crimes solved increased.

GOAL I: Continue maintenance and renovation of residential facilities on the university campuses and implement compliance with the American with Disabilities Act. (ASU Strategic Plan: Goal 3)

OBJECTIVE I.1. Facilities evaluate and prepare a plan for maintenance to building on a regular schedule.

Outcome: Spending on building maintenance increase.
Outcome: Schedule showing maintenance provided has increased.

I.1.1. STRATEGY: Schedule and perform regular building maintenance.

Output: Document showing a schedule of maintenance performed on all buildings.
Output: Decrease in building emergency repairs.
Efficiency: This goal will require additional funds. The University would require an additional two million dollars to get where it should be on maintenance of its buildings.

OBJECTIVE I.2. The Facilities and Maintenance department will evaluate and access the need of all building needed to be ADA compliant.

Outcome: All buildings will be ADA compliant.

I.2.1. STRATEGY: Facilities will prepare a document detailing the ADA compliant issues need to be addressed.

Output: Document requirements.
Output: 100 % ADA compliant.

GOAL J: Improve academic, research, and public service facilities to foster an environment conducive to excellence in teaching, student learning, and contribute to the application and development of knowledge through implementation of a 10- year campus master plan. (ASU Strategic Plan: Goals 3, 4, and 5)

OBJECTIVE J.1. Facilities will review facilities needs for academic areas and prepare plans to address these needs.

Outcome: Plan or document to address academic facility needs.
Outcome: Implement a comprehensive space planning program.
Outcome: Develop a deferred maintenance plan.
Outcome: Provide a budget for the facility needs and request funding to address.

J.1.1. STRATEGY: Repair or construct facilities to meet the academic needs for faculty and staff.

<i>Output:</i>	Budget request for additional funding to address academic facility needs.
<i>Output:</i>	Implement 50% of the campus master plan.
<i>Outcome:</i>	Implement a comprehensive space planning program.
<i>Outcome:</i>	Develop a deferred maintenance plan.
<i>Output:</i>	New and renovated academic facilities.
<i>Efficiency:</i>	Number of new academic facilities.
<i>Efficiency:</i>	Number of renovated facilities for classroom instruction.

GOAL K: Provide and promote professional development of employees to ensure competency at all levels of university and develop and refine a long-term faculty and staff compensation philosophy.
(ASU Strategic Plan: Goals 2, 3, and 5)

OBJECTIVE K.1. Employees will be competent in their jobs.

<i>Output:</i>	Employees will be trained to do their jobs efficiently.
<i>Output:</i>	University will provide in-house training and external training for employees.

K.1.1. STRATEGY: University will provide professional development for all employees on all levels.

<i>Output:</i>	Number of workshops attended by employees.
<i>Output:</i>	25% percentage increase in workshop attended.
<i>Output:</i>	Number of in house workshops conducted.
<i>Efficiency:</i>	Increase in number of employees attending workshops.
<i>Efficiency:</i>	Percentage increase in the number of in house workshops conducted.

OBJECTIVE K.2. Faculty and Staff compensation philosophy will be implemented based on recommendations from the Segal study.

K.2.1. STRATEGY: University will implement comprehensive compensation model.

<i>Output:</i>	Number of reclassified positions
<i>Output:</i>	Percentage of increase in across-the-board compensation
<i>Output:</i>	Percentage of plan implementation
<i>Efficiency:</i>	Increased employee satisfaction
<i>Efficiency:</i>	Increased supervisor satisfaction

Finance and Administration - YEAR TWO: 2028-2029

In order to achieve the goals and objectives listed for FY 2029, \$1,100,050 in new funding will be required.

GOAL A: Improve the integration of program planning and budget planning, resource allocation, and reallocation to reflect the programmatic priorities of the University. (ASU Strategic Plan: Goal

3)

OBJECTIVE A.1. Effectively budget resources of the University to align with program planning and priorities of the University.

Outcome: Change in university budget process
Outcome: Final budget reflects an allocation of a material amount of resources to the most significant programs of the university.
Outcome: Resources dedicated to academic programs increases.

A.1 STRATEGY: Evaluate and develop a plan for improvement of the existing budget planning process.

Output: Number of meeting with different University departments.
Output: A budget plan document.
Output: A final budget based on University program planning.
Efficiency: Percentage of resources allocated to significant programs.

GOAL B: Evaluate and access business operations of the University to become more efficient and effective and eliminate obsolete and ineffective processes and procedures. (ASU Strategic Plan: Goal 1)

OBJECTIVE B.1. Improve business operations of the University to be more efficient and effective.

Outcome: Business operations are more effective.
Outcome: Obsolete processes and procedures are eliminated.

B.1. STRATEGY: Form a committee to review business operations.

Output: Number of obsolete processes eliminated.
Output: Number of processes improved with technology.
Output: Number of processes and procedures revised.
Efficiency: Amount of labor hours saved from implementing new procedures.
Efficiency: Percentage or amount of dollars saved from improved or eliminated processes.

GOAL C: Maintain strong fiscal stability. (ASU Strategic Plan: Goal 2)

OBJECTIVE C.1 Receive a favorable score on the National Association of College and University Business Officers Composite Financial Index (CFI).

Outcome: CFI reports.

Outcome: External audits performed by independent auditors.
Outcome: Internal audits performed by internal auditor.

C.1. STRATEGY: Monitor revenue and expenses during the year to adjust when necessary.

Output: Financial Statement analysis showing revenue exceed expenses.
Output: Unqualified Audit Report.
Efficiency: Revenue exceeds expenses by a maximum amount.
Efficiency: Analysis showing financial stability i.e. Ratios.

GOAL D: Increase student satisfaction and provide excellent customer service to all the University faculty, staff, students, and external constituents. (ASU Strategic Plan: Goal 1)

OBJECTIVE D.1 Increase customer service satisfaction by 10% each year.

Outcome: Feedback from surveys show the percentage of customer service satisfaction.
Outcome: No complaint forms completed or a decrease in complaint forms.

D.1. STRATEGY: Observe and Review customer satisfaction and complaints.

Output: Surveys reveal a percentage of satisfied customers.
Output: Complaint forms show how many complaints were filed during the year.

GOAL E: Continue to build the development and fundraising capabilities of the University to secure a significant amount of non- state support for restricted and unrestricted purposes. (ASU Strategic Plan: Goal 4)

OBJECTIVE E.1. Provide more revenue sources for the University.

Outcome: Two or three more revenue sources identified.
Outcome: Received income for more revenue sources than we have shown in the past.

E.1 STRATEGY: Research revenue sources of other institutions and identify sources that are suitable for the University.

Output: Number of other revenue sources identified.
Output: Number of revenue sources explored for feasibility.

GOAL F: Build the university endowment programs to produce adequate dividends to support the mission of university and exploit more opportunities. (ASU Strategic Plan: Goal 5)

OBJECTIVE F.1: Increase income received from endowment funds by two to three percent.

Outcome: Two percent increase in endowment income.
Outcome: More diverse portfolio of investments of the endowment funds.

F.1. STRATEGY: Research options available to increase endowment income.

Output: Number of options available to invest endowment funds.
Output: What percentage other schools are receiving in endowment income.
Efficiency: Endowment funds invested to receive two to three percent increase in income.

GOAL G: Ensure all faculty, students, and professional staff have adequate access to information technology necessary to perform their duties and assignments, including access to information networks, Internet, and others as appropriate. (ASU Strategic Plan: Goal 3)

OBJECTIVE G.1. Faculty, staff, and students have adequate access to the internet through an expanded Wi-Fi and broadband initiative.

Outcome: Faculty is able to provide online teaching without delays or interruptions at speeds conducive to teaching.
Outcome: Students have internet speeds available for learning and business operations.
Outcome: Completion of the IT roadmap initiative.
Outcome: 80% of the automated onboarding assessment software will be implemented in all new hires.

G.1. STRATEGY: Center for information technology evaluate access to internet on campus and address the concerns and needs to provide the service.

Output: Number of students accessing internet
Output: Number of faculty accessing internet.

OJECTIVE G.2: Faculty, staff, and students have adequate access to all information needed.

Output: Number of faculty using mobile devices.
Output: Number of students accessing computer labs, mobile devices on campus and in residence halls.

G.1. STRATEGY: University to provide access to laptops, iPads, and other devices to faculty and staff.

Output: Number of students using computer labs.
Output: Number of faculty using university provided laptops, iPad, and other mobile devices.

GOAL H: Provide a safe and secure environment for all who encounter the university campuses. (ASU Strategic Plan: Goal 3)

OBJECTIVE H.1. Campus police will implement being more visible to combat unsafe occurrences.

Outcome: Less crime on campuses.
Outcome: Campus police prevent crimes from reoccurring.

H.1. STRATEGY: Campus police will implement a campus wide plan for preventing all crimes.

Output: Plan developed and approved to combat crime.
Output: Percentage of crimes occurring is decreased.
Output: Number of crimes decreased.
Output: Number of crimes solved increased.

GOAL I: Continue maintenance and renovation of residential facilities on the university campuses and implement compliance with the American with Disabilities Act. (ASU Strategic Plan: Goal 3)

OBJECTIVE I.1. Facilities evaluate and prepare a plan for maintenance to building on a regular schedule.

Outcome: Spending on building maintenance increase
Outcome: Schedule showing maintenance provided has increased.

I.1. STRATEGY: Schedule and perform regular building maintenance.

Output: Document showing a schedule of maintenance performed on all buildings.
Output: Decrease in building emergency repairs.
Efficiency: This goal will require additional funds. The University would require and additional two million dollars to get where it should be on maintenance of its buildings.

OBJECTIVE I.2. The Facilities and Maintenance department will evaluate and access the need of all building needed to be ADA compliant.

Outcome: All buildings will be ADA compliant.

I.1. STRATEGY: Facilities will prepare a document detailing the ADA compliant issues need to be addressed.

Output: Document requirements.
Output: 100 % ADA Compliant.

GOAL J: Improve academic, research, and public service facilities to foster an environment conducive to excellence in teaching, student learning, and contribute to the application and development of knowledge through implementation of a 10 year campus master plan. (ASU Strategic Plan: Goal 3, 4, and 5)

OBJECTIVE J.1. Facilities will review facilities needs for academic areas and prepare plan to address these needs.

Outcome: Plan or document to address academic facility needs.
Outcome: Implement 50% of the campus master plan.
Outcome: Implement a comprehensive space planning program.
Outcome: Develop a deferred maintenance plan.
Outcome: Provide a budget for the facility needs and request funding to address.

J.1. STRATEGY: Repair or construct facilities to meet the academic needs for faculty and staff.

Output: Budget request for additional funding to address academic facility needs.
Output: New and renovated academic facilities.
Efficiency: Number of new academic facilities.
Efficiency: Number of renovated facilities for classroom instruction.

GOAL K: Provide and promote professional development of employees to ensure competency at all levels of university and develop and refine a long-term faculty and staff compensation philosophy.
(ASU Strategic Plan: Goals 2, 3, and 5)

OBJECTIVE K.1. Employees will be competent in their jobs.

Output: Employees will be trained to do their jobs efficiently.
Output: University will provide in house training and external training for employees.

K.1. STRATEGY: University will provide professional development for all employees on all levels.

Output: Number of workshops attended by employees.
Output: 25% percentage increase in workshop attended.
Output: Number of in house workshops conducted.
Efficiency: Increase in number of employees attending workshops.
Efficiency: Percentage increase in the number of in-house workshops conducted.

OBJECTIVE K.2. Faculty and Staff compensation philosophy will be implemented based on recommendations from the Segal study.

K.2.1. STRATEGY: University will implement comprehensive compensation model.

Output: Number of reclassified positions
Output: Percentage of increase in across-the-board compensation
Output: Percentage of plan implementation
Efficiency: Increased employee satisfaction
Efficiency: Increased supervisor satisfaction

Finance and Administration - YEAR THREE: 2029-2030

In order to achieve the goals and objectives listed for FY 2030, \$2,100,050 in new funding will be required.

GOAL A: Practice stewardship, transparency and ensure compliance. (ASU Strategic Plan: Goal 5)

OBJECTIVE A.1. Promote Access and affordability.

- Outcome:* Implement a financial assessment process to publish budget to actual data by departments
- Outcome:* Develop best practices that promote an ethical and fair environment at affordable costs.
- Outcome:* Create facility plans and programs to meet and exceed codes and legal requirements.

A.1. STRATEGY: Evaluate and develop a plan for improvement of the existing programs and departments.

- Output:* Documents available for review and comments in all areas of the University.
- Output:* Fair and equitable business environment.
- Output:* Specific plans available for review by University constituents.
- Efficiency:* Accessibility to University practices and procedures.

GOAL B: Expanding access and providing quality auxiliary services to our campus and the surrounding communities. (ASU Strategic Plan: Goal 5)

OBJECTIVE B.1. Provide quality services to our campus and surrounding communities while developing another revenue source.

- Outcome:* Auxiliary Operations are more effective.
- Outcome:* University increases revenue.

B.1. STRATEGY: Design a plan of operation for all auxiliary departments to increase services and provide more access to the surrounding communities.

- Output:* Improved and increased services provided.
- Output:* Additional Revenue Stream.
- Output:* University brand reaches more constituents.
- Efficiency:* Expand services already being provided while increasing revenue.

GOAL C: Increase student satisfaction and provide excellent customer service to all the University faculty, staff, students, and external constituents. (ASU Strategic Plan: Goal 1)

OBJECTIVE C.1. Increase customer service satisfaction by 10% each year.

Outcome: Feedback from surveys show the percentage of customer service satisfaction.

Outcome: No complaint forms completed or a decrease in complaint forms.

C.1.1. STRATEGY: Observe and Review customer satisfaction and complaints.

Output: Surveys reveal a percentage of satisfied customers.

Output: Complaint forms show how many complaints were filed during the year.

GOAL D: Continue maintenance and renovation of facilities on the university campuses and implement compliance with the American with Disabilities Act. (ASU Strategic Plan: Goal 3)

OBJECTIVE D.1. Facilities evaluate and prepare a plan for maintenance to building on a regular schedule.

Outcome: Spending on building maintenance increase

Outcome: Schedule showing maintenance provided has increased.

D.1 STRATEGY: Schedule and perform regular building maintenance.

Output: Document showing a schedule of maintenance performed on all buildings.

Output: Decrease in building emergency repairs.

Efficiency: This goal will require additional funds. The University would require an additional two million dollars to get where it should be on maintenance of its buildings.

GOAL E: Build the university endowment programs to produce adequate dividends to support the mission of university and exploit more opportunities. (ASU Strategic Plan: Goal 5)

OBJECTIVE E.1. Increase income received from endowment funds by two to three percent.

Outcome: Two percent increase in endowment income.

Outcome: More diverse portfolio of investments of the endowment funds.

E.1.1. STRATEGY: Research options available to increase endowment income.

Output: Number of options available to invest endowment funds.

Output: What percentage other schools are receiving in endowment income.

Efficiency: Endowment funds invested to receive two to three percent increase in income.

GOAL F: Ensure all faculty, students, and professional staff have adequate access to information technology necessary to perform their duties and assignments, including access to information networks, Internet, and others as appropriate. (ASU Strategic Plan: Goal 3)

OBJECTIVE F.1. Faculty, staff, and students have adequate access to internet.

Outcome: Faculty is able to provide online teaching without delays or interruptions at speeds conducive to teaching.

Outcome: Students have internet speeds available for learning and business operations.

F.1.1. STRATEGY: Center for information technology evaluate access to internet on campus and infrastructure needed and address the concerns and needs to provide the service.

Output: Number of students accessing internet.

Output: Number of faculty accessing internet.

OBJECTIVE F.2. Faculty, staff, and students have adequate access to all information needed.

Output: Number of faculty using mobile devices.

Output: Number of students accessing computer labs, mobile devices on campus and in residence halls.

F.2.1. STRATEGY: University to provide access to laptops, iPads, and other devices to faculty and staff.

Output: Number of students using computer labs.

Output: Number of faculty using university provided laptops, iPads, and other mobile devices.

GOAL G: Provide access to infrastructure improvements to decrease expense of utilities. (ASU Strategic Plan: Goal 3)

OBJECTIVE G.1. Infrastructure provides access needed at affordable costs.

Outcome: University is provided quality utility services

Outcome: Utility services provided at a reasonable cost

G.1.1. STRATEGY: Power plant constructed to provide utility services.

Output: Decreased cost of utilities.

Output: Available resources for program activities

GOAL H: Maintain strong fiscal stability. (ASU Strategic Plan: Goal 2)

OBJECTIVE H.1. Ensure spending of resources do not exceed resources allocated and generated.

Outcome: Financial Statements.

Outcome: External audits performed by independent auditors.

Outcome: Internal audits performed by internal auditor.

H.1.1. STRATEGY: Monitor revenue and expenses during the year to adjust when necessary.

Output: Financial Statement analysis showing revenue exceed expenses.

Output: Unqualified Audit Report.

Efficiency: Revenue exceeds expenses by a maximum amount.

Efficiency: Analysis showing financial stability ie. Ratios.

GOAL I: Continue to build the development and fundraising capabilities of the University in order to secure a significant amount of non- state support for restricted and unrestricted purposes. (ASU Strategic Plan: Goal 4)

OBJECTIVE I.1. Provide more revenue sources for the University.

Outcome: Two or three more revenue sources identified

Outcome: Received income for more revenue sources than we have shown in the past.

I.1.1. STRATEGY: Research revenue sources of other institutions and identify sources that are suitable for the University.

Output: Number of other revenue sources identified.

Output: Number of revenue sources explored for feasibility.

GOAL J: Improve the integration of program planning and budget planning, resource allocation, and reallocation to reflect the programmatic priorities of the University. (ASU Strategic Plan: Goal 3)

OBJECTIVE J.1. Effectively budget resources of the University to align with program planning and priorities of the University.

Outcome: Change in university budget process.

Outcome: Final budget reflects an allocation of a material amount of resources to the most significant programs of the university.

Outcome: Resources dedicated to academic programs increases.

J.1.1 STRATEGY: Evaluate and develop a plan for improvement of the existing budget planning process.

Output: Number of meeting with different University departments.

Output: A budget plan document.

Output: A final budget based on University program planning

Efficiency: Percentage of resources allocated to significant programs.

GOAL K: Maintain strong fiscal stability. (ASU Strategic Plan: Goal 2)

OBJECTIVE K.1. Ensure spending of resources do not exceed resources allocated and generated.

Outcome: Financial Statements.
Outcome: External audits performed by independent auditors.
Outcome: Internal audits performed by internal auditor.

K.1.1. STRATEGY: Monitor revenue and expenses during the year to adjust when necessary.

Output: Financial Statement analysis showing revenue exceed expenses.
Output: Unqualified Audit Report.
Efficiency: Revenue exceeds expenses by a maximum amount.
Efficiency: Analysis showing financial stability (i.e., Ratios).

GOAL L: Increase student satisfaction and provide excellent customer service to all the University faculty, staff, students, and external constituents. (ASU Strategic Plan: Goal 1)

OBJECTIVE L.1. Increase customer service satisfaction by 10% each year.

Outcome: Feedback from surveys show the percentage of customer service satisfaction.
Outcome: No complaint forms completed or a decrease in complaint forms.

L.1. STRATEGY: Observe and Review customer satisfaction and complaints.

Output: Surveys reveal a percentage of satisfied customers.
Output: Complaint forms show how many complaints were filed during the year.

GOAL M: Practice stewardship, transparency and ensure compliance. (ASU Strategic Plan: Goal 3)

OBJECTIVE M.1. Promote Access and affordability.

Outcome: Implement a financial assessment process to publish budget to actual data by departments.
Outcome: Develop best practices that promote an ethical and fair environment at affordable costs.
Outcome: Create facility plans and programs to meet and exceed codes and legal requirements.

M.1 STRATEGY: Evaluate and develop a plan for improvement of the existing programs and departments.

Output: Documents available for review and comments in all areas of the University.
Output: Fair and equitable business environment.
Output: Specific plans available for review by University constituents.

Efficiency: Accessibility to University practices and procedures

GOAL N: Continue maintenance and renovation of residential facilities on the university campuses and implement compliance with the American with Disabilities Act. (ASU Strategic Plan: Goal 3)

OBJECTIVE N.1. Facilities evaluate and prepare a plan for maintenance to building on a regular schedule.

Outcome: Spending on building maintenance increase
Outcome: Schedule showing maintenance provided has increased.

N.1 STRATEGY: Schedule and perform regular building maintenance.

Output: Document showing a schedule of maintenance performed on all buildings.
Output: Decrease in building emergency repairs.
Efficiency: This goal will require additional funds. The University would require and additional two million dollars to get where it should be on maintenance of its buildings.

OBJECTIVE N.2. Facilities and Maintenance department will evaluate and access the need of all building needed to be ADA compliant.

Outcome: All buildings will be ADA compliant.

N.1 STRATEGY: Facilities will prepare a document detailing the ADA compliant issues need to be addressed.

Output: Document requirements.
Output: 100 % ADA Compliant.

GOAL O: Provide a safe and secure environment for all who encounter the university campuses. (ASU Strategic Plan: Goal 3)

OBJECTIVE O.1. Campus police will implement be more visible to combat unsafe occurrences.

Outcome: Less crime on campuses.
Outcome: Campus police prevent crimes from reoccurring.

O.1. STRATEGY: Campus police will implement a campus wide plan for preventing all crimes.

<i>Output:</i>	Plan developed and approved to combat crime.
<i>Output:</i>	Percentage of crimes occurring is decreased.
<i>Output:</i>	Number of crimes decreased.
<i>Output:</i>	Number of crimes solved increased.

Finance and Administration - YEAR FOUR: 2030-2031

In order to achieve the goals and objectives listed for FY 2031, \$2,500,000 in new funding will be required.

GOAL A: Continue to build the development and fundraising capabilities of the University in order to secure a significant amount of non- state support for restricted and unrestricted purposes. (ASU Strategic Plan: Goal 4)

OBJECTIVE A.1: Provide more revenue sources for the University.

<i>Outcome:</i>	Two or three more revenue sources identified.
<i>Outcome:</i>	Received income for more revenue sources than we have shown in the past.

A.1.1. STRATEGY: Research revenue sources of other institutions and identify sources that are suitable for the University.

<i>Output:</i>	Number of other revenue sources identified.
<i>Output:</i>	Number of revenue sources explored for feasibility.

GOAL B: Improve the integration of program planning and budget planning, resource allocation, and reallocation to reflect the programmatic priorities of the University. (ASU Strategic Plan: Goal 3)

OBJECTIVE B.1. Effectively budget resources of the University to align with program planning and priorities of the University.

<i>Outcome:</i>	Change in university budget process.
<i>Outcome:</i>	Final budget reflects an allocation of a material amount of resources to the most significant programs of the university.
<i>Outcome:</i>	Resources dedicated to academic programs increases.

B.1.1 STRATEGY: Evaluate and develop a plan for improvement of the existing budget planning process.

<i>Output:</i>	Number of meeting with different University departments.
<i>Output:</i>	A budget plan document.
<i>Output:</i>	A final budget based on University program planning.
<i>Efficiency:</i>	Percentage of resources allocated to significant programs.

GOAL C: Maintain strong fiscal stability. (ASU Strategic Plan: Goal 2)

OBJECTIVE C.1. Ensure spending of resources do not exceed resources allocated and generated.

<i>Outcome:</i>	Financial Statements.

Outcome: External audits performed by independent auditors.
Outcome: Internal audits performed by internal auditor.

C.1.1. STRATEGY: Monitor revenue and expenses during the year to adjust when necessary.

Output: Financial Statement analysis showing revenue exceed expenses.
Output: Unqualified Audit Report.
Efficiency: Revenue exceeds expenses by a maximum amount.
Efficiency: Analysis showing financial stability i.e.. Ratios.

GOAL D: Increase student satisfaction and provide excellent customer service to all the University faculty, staff, students, and external constituents. (ASU Strategic Plan: Goal 1)

OBJECTIVE D.1. Increase customer service satisfaction by 10% each year.

Outcome: Feedback from surveys show the percentage of customer service satisfaction.
Outcome: No complaint forms completed or a decrease in complaint forms.

D.1. STRATEGY: Observe and Review customer satisfaction and complaints.

Output: Surveys reveal a percentage of satisfied customers.
Output: Complaint forms show how many complaints were filed during the year.

GOAL E: Practice stewardship, transparency and ensure compliance. (ASU Strategic Plan: Goal 3)

OBJECTIVE E.1. Promote Access and affordability.

Outcome: Implement a financial assessment process to publish budget to actual data by departments
Outcome: Develop best practices that promote an ethical and fair environment at affordable costs.
Outcome: Create facility plans and programs to meet and exceed codes and legal requirements.

E.1. STRATEGY: Evaluate and develop a plan for improvement of the existing programs and departments.

Output: Documents available for review and comments in all areas of the University.
Output: Fair and equitable business environment.
Output: Specific plans available for review by University constituents.
Efficiency: Accessibility to University practices and procedures

GOAL F: Continue maintenance and renovation of residential facilities on the university campuses and implement compliance with the American with Disabilities Act. (ASU Strategic Plan: Goal 3)

OBJECTIVE F.1. Facilities evaluate and prepare a plan for maintenance to building on a regular schedule.

Outcome: Spending on building maintenance increase
Outcome: Schedule showing maintenance provided has increased.

F.1 STRATEGY: Schedule and perform regular building maintenance.

Output: Document showing a schedule of maintenance performed on all buildings.
Output: Decrease in building emergency repairs.
Efficiency: This goal will require additional funds. The University would require an additional two million dollars to get where it should be on maintenance of its buildings.

OBJECTIVE F.2: Facilities and Maintenance department will evaluate and access the need of all building needed to be ADA compliant.

Outcome: All buildings will be ADA compliant.

F.2 STRATEGY: Facilities will prepare a document detailing the ADA compliant issues need to be addressed.

Output: Document requirements.
Output: 100 % ADA Compliant.

GOAL G: Provide a safe and secure environment for all who encounter the university campuses. (ASU Strategic Plan: Goal 3)

OBJECTIVE G.1. Campus police will implement be more visible to combat unsafe occurrences.

Outcome: Less crime on campuses.
Outcome: Campus police prevent crimes from reoccurring.

G.1. STRATEGY: Campus police will implement a campus wide plan for preventing all crimes.

Output: Plan developed and approved to combat crime.
Output: Percentage of crimes occurring is decreased.
Output: Number of crimes decreased.
Output: Number of crimes solved increased.

Finance and Administration - YEAR FIVE: 2031-2032

To achieve the goals and objectives listed for FY 2032, \$1,500,000 in new funding will be required.

GOAL A: Improve the integration of program planning and budget planning, resource allocation, and reallocation to reflect the programmatic priorities of the University. (ASU Strategic Plan: Goal

3)

OBJECTIVE A.1. Effectively budget resources of the University to align with program planning and priorities of the University.

Outcome: Change in university budget process.
Outcome: Final budget reflects an allocation of a material amount of resources to the most significant programs of the university.
Outcome: Resources dedicated to academic programs increases.

A.1.1. STRATEGY: Evaluate and develop a plan for improvement of the existing budget planning process.

Output: Number of meetings with different University departments.
Output: A budget plan document.
Output: A final budget based on the University's program planning
Efficiency: Percentage of resources allocated to significant programs.

GOAL B: Evaluate and access business operations of the University to become more efficient and effective and eliminate obsolete and ineffective processes and procedures. (ASU Strategic Plan: Goal 1)

OBJECTIVE B.1. Improve business operations of the University to be more efficient and effective.

Outcome: Business Operations are more effective.
Outcome: Obsolete processes and procedures are eliminated.

B.1.1. STRATEGY: Form a committee to review business operations.

Output: Number of obsolete processes eliminated. *Output:* Number of processes improved with technology.
Output: Number of processes and procedures revised.
Efficiency: Amount of labor hours saved from implementing new procedures.
Efficiency: Percentage or amount of dollars saved from improved or eliminated processes.

GOAL C: Maintain strong fiscal stability. (ASU Strategic Plan: Goal 2)

OBJECTIVE C.1. Receive a favorable score on the National Association of College and University Business Officers Composite Financial Index (CFI).

Outcome: CFI Reports.
Outcome: External audits performed by independent auditors.
Outcome: Internal audits performed by internal auditor.

C.1.1. STRATEGY: Monitor revenue and expenses during the year to adjust when necessary.

<i>Output:</i>	Financial Statement analysis showing revenue exceed expenses.
<i>Output:</i>	Unqualified Audit Report.
<i>Efficiency:</i>	Revenue exceeds expenses by a maximum amount.
<i>Efficiency:</i>	Analysis showing financial stability i.e.. Ratios.

GOAL D: Increase student satisfaction and provide excellent customer service to all the University faculty, staff, students, and external constituents. (ASU Strategic Plan: Goal 1)

OBJECTIVE D.1. Increase customer service satisfaction by 10% each year.

<i>Outcome:</i>	Feedback from surveys show the percentage of customer service satisfaction.
<i>Outcome:</i>	No complaint forms completed or a decrease in complaint forms.

D.1.1. STRATEGY: Observe and Review customer satisfaction and complaints.

<i>Output:</i>	Surveys reveal a percentage of satisfied customers.
<i>Output:</i>	Complaint forms show how many complaints were filed during the year.

GOAL E: Continue to build the development and fundraising capabilities of the University in order to secure a significant amount of non-state support for restricted and unrestricted purposes. (ASU Strategic Plan: Goal 4)

OBJECTIVE E.1: Provide more revenue sources for the University.

<i>Outcome:</i>	Two or three more revenue sources identified.
<i>Outcome:</i>	Received income for more revenue sources than we have shown in the past.

E.1.1. STRATEGY: Research revenue sources of other institutions and identify sources that are suitable for the University.

<i>Output:</i>	Number of other revenue sources identified.
<i>Output:</i>	Number of revenue sources explored for feasibility.

GOAL F: Build the university endowment programs to produce adequate dividends to support the mission of university and exploit more opportunities. (ASU Strategic Plan: Goal 5)

OBJECTIVE F.1. Increase income received from endowment funds by two to three percent.

<i>Outcome:</i>	Two percent increase in endowment income.
<i>Outcome:</i>	More diverse portfolio of investments of the endowment funds.

F.1.1. STRATEGY: Research options available to increase endowment income.

<i>Output:</i>	Number of options available to invest endowment funds.
<i>Output:</i>	What percentage other schools are receiving in endowment income.
<i>Efficiency:</i>	Endowment funds invested to receive two to three percent increase in income.

GOAL G: Ensure all faculty, students, and professional staff have adequate access to information technology necessary to perform their duties and assignments, including access to information networks, Internet, and others as appropriate. (ASU Strategic Plan: Goal 3)

OBJECTIVE G.1. Faculty, staff, and students have adequate access to the internet through an expanded Wi-Fi and broadband initiative.

<i>Outcome:</i>	Faculty are able to provide online teaching without delays or interruptions at speeds conducive to teaching.
<i>Outcome:</i>	Students have internet speeds available for learning and business operations.
<i>Outcome:</i>	Completion of the technology roadmap.

G.1.1. STRATEGY: Center for information technology evaluates access to internet on campus and address the concerns and needs to provide the service.

<i>Output:</i>	Number of students accessing internet.
<i>Output:</i>	Number of faculty members accessing the internet.

OBJECTIVE G.2. Faculty, staff, and students have adequate access to all information needed.

<i>Output:</i>	Number of faculty using mobile devices.
<i>Output:</i>	Number of students accessing computer labs, mobile devices on campus and in the residence halls.

G.2.1. STRATEGY: University to provide access to laptops, iPads, and other devices to faculty and staff.

<i>Output:</i>	Number of students using computer labs.
<i>Output:</i>	Number of faculty using university provided laptops, iPad, and other mobile devices.

GOAL H: Provide a safe and secure environment for all who encounter the university campuses. (ASU Strategic Plan: Goal 3)

OBJECTIVE H.1. Campus police will implement be more visible to combat unsafe occurrences.

<i>Outcome:</i>	Less crime on campuses.
<i>Outcome:</i>	Campus police prevent crimes from reoccurring.

H.1.1. STRATEGY: Campus police will implement a campus wide plan for preventing all crimes.

<i>Output:</i>	Plan developed and approved to combat crime.
<i>Output:</i>	Percentage of crimes occurring is decreased.
<i>Output:</i>	Number of crimes decreased.
<i>Output:</i>	Number of crimes solved increased.

GOAL I: Continue maintenance and renovation of residential facilities on the university campuses and implement compliance with the American with Disabilities Act. (ASU Strategic Plan: Goal 3)

OBJECTIVE I.1: Facilities evaluate and prepare a plan for maintenance to building on a regular schedule.

<i>Outcome:</i>	Spending on building maintenance increase.
<i>Outcome:</i>	Schedule showing maintenance provided has increased.

I.1.1. STRATEGY: Schedule and perform regular building maintenance.

<i>Output:</i>	Document showing a schedule of maintenance performed on all buildings.
<i>Output:</i>	Decrease in building emergency repairs.
<i>Efficiency:</i>	This goal will require additional funds. The University would require an additional two million dollars to get where it should be on maintenance of its buildings.

OBJECTIVE I.2. Facilities and Maintenance department will evaluate and assess the need of all building needed to be ADA compliant.

<i>Outcome:</i>	All buildings will be ADA compliant.

I.2.1. STRATEGY: Facilities will prepare a document detailing the ADA compliant issues need to be addressed.

<i>Output:</i>	Document requirements.
<i>Output:</i>	100 % ADA Compliant.

GOAL J: Improve academic, research, and public service facilities to foster an environment conducive to excellence in teaching, student learning, and contribute to the application and development of knowledge. (ASU Strategic Plan: Goals 3, 4, and 5)

OBJECTIVE J.1. Facilities will review facilities needs for academic areas and prepare plan to address these needs through implementation of a 10-year campus master plan.

<i>Outcome:</i>	Implement 50% of the campus master plan.
<i>Outcome:</i>	Plan or document to address academic facility needs.
<i>Outcome:</i>	Provide a budget for the facility needs and request funding to address.

J.1.1. STRATEGY: Repair or construct facilities to meet the academic needs for faculty and staff.

Output: Budget request for additional funding to address academic facility needs.

Output: New and renovated academic facilities.

Efficiency: Number of new academic facilities.

Efficiency: Number of renovated facilities for classroom instruction.

GOAL K: Provide and promote professional development of employees to ensure competency at all levels of university and develop and refine a long-term faculty and staff compensation philosophy.
(ASU Strategic Plan: Goals 2, 3, and 5)

OBJECTIVE K.1. Employees will be competent in their jobs.

Output: Employees will be trained to do their jobs efficiently.

Output: University will provide in-house training and external training for employees.

K.1.1. STRATEGY: University will provide professional development for all employees on all levels.

Output: Number of workshops attended by employees.

Output: 25% percentage increase in workshop attended.

Output: Number of in-house workshops conducted.

Efficiency: Increase in the number of employees attending workshops.

Efficiency: Percentage increase in the number of in-house workshops conducted.

OBJECTIVE K.2. Faculty and Staff compensation philosophy will be implemented based on recommendations from the Segal study.

K.2.1. STRATEGY: University will implement comprehensive compensation model.

Output: Number of reclassified positions

Output: Percentage of increase in across-the-board compensation

Output: Percentage of plan implementation

Efficiency: Increased employee satisfaction

Efficiency: Increased supervisor satisfaction

Output: Number of meetings with different

University departments.

Output: A budget plan document.

Output: A final budget based on the University's program planning

Efficiency: Percentage of resources allocated to significant programs.

GOAL B: Evaluate and access business operations of the University to become more efficient and effective and eliminate obsolete and ineffective processes and procedures. (ASU Strategic Plan: Goal 1)

OBJECTIVE B.1. Improve business operations of the University to be more efficient and effective.

Outcome: Business operations are more effective.
Outcome: Obsolete processes and procedures are eliminated.

B.1.1. STRATEGY: Form a committee to review business operations.

Output: Number of obsolete processes eliminated.
Output: Number of processes improved with technology.
Output: Number of processes and procedures revised.
Efficiency: Amount of labor hours saved from implementing new procedures.
Efficiency: Percentage or amount of dollars saved from improved or eliminated processes.

GOAL C: Maintain strong fiscal stability. (ASU Strategic Plan: Goal 2)

OBJECTIVE C.1: Receive a favorable score on the National Association of College and University Business Officers Composite Financial Index (CFI).

Outcome: CFI reports.
Outcome: External audits performed by independent auditors.
Outcome: Internal audits performed by internal auditor.

C.1.1. STRATEGY: Monitor revenue and expenses during the year to adjust when necessary.

Output: Financial Statement analysis showing revenue exceed expenses.
Output: Unqualified Audit Report.
Efficiency: Revenue exceeds expenses by a maximum amount.
Efficiency: Analysis showing financial stability (i.e., Ratios).

GOAL D: Increase student satisfaction and provide excellent customer service to all the University faculty, staff, students, and external constituents. (ASU Strategic Plan: Goal 1)

OBJECTIVE D.1. Increase customer service satisfaction by 10% each year.

Outcome: Feedback from surveys show the percentage of customer service satisfaction.
Outcome: No complaint forms completed or a decrease in complaint forms.

D.1.1. STRATEGY: Observe and Review customer satisfaction and complaints.

Output: Surveys reveal a percentage of satisfied customers.

Output: Complaint forms show how many complaints were filed during the year.

GOAL E: Continue to build the development and fundraising capabilities of the University in order to secure a significant amount of non- state support for restricted and unrestricted purposes. (ASU Strategic Plan: Goal 4)

OBJECTIVE E.1. Provide more revenue sources for the University.

Outcome: Two or three more revenue sources identified
Outcome: Received income for more revenue sources than we have shown in the past.

E.1.1. STRATEGY: Research revenue sources of other institutions and identify sources that are suitable for the University.

Output: Number of other revenue sources identified.
Output: Number of revenue sources explored for feasibility.

GOAL F: Build the university endowment programs to produce adequate dividends to support the mission of university and exploit more opportunities. (ASU Strategic Plan: Goal 5)

OBJECTIVE F.1. Increase income received from endowment funds by two to three percent.

Outcome: Two percent increase in endowment income.
Outcome: More diverse portfolio of investments of the endowment funds.

F.1.1. STRATEGY: Research options available to increase endowment income.

Output: Number of options available to invest endowment funds.
Output: What percentage other schools are receiving in endowment income.
Efficiency: Endowment funds invested to receive two to three percent increase in income.

GOAL G: Ensure all faculty, students, and professional staff have adequate access to information technology necessary to perform their duties and assignments, including access to information networks, Internet, and others as appropriate. (ASU Strategic Plan: Goal 3)

OBJECTIVE G.1. Faculty, staff, and students have adequate access to the internet through an expanded Wi-Fi and broadband initiative.

Outcome: Faculty is able to provide online teaching without delays or interruptions at speeds conducive to teaching.
Outcome: Students have internet speeds available for learning and business operations.
Outcome: Completion of the IT Roadmap project.

Outcome: 80% of the automated onboarding assessment software will be implemented in all new hires.

G.1.1. STRATEGY: Center for information technology evaluate access to internet on campus and address the concerns and needs to provide the service.

Output: Number of students accessing internet

Output: Number of faculty members accessing internet.

OBJECTIVE G.2. Faculty, staff, and students have adequate access to all information needed.

Output: Number of faculty using mobile devices.

Output: Number of students accessing computer labs, mobile devices on campus and in residence halls.

G.2.1. STRATEGY: University to provide access to laptops, iPads, and other devices to faculty and staff.

Output: Number of students using computer labs.

Output: Number of faculty using university provided lap- tops, iPad, and other mobile devices.

GOAL H: Provide a safe and secure environment for all who encounter the university campuses. (ASU Strategic Plan: Goal 3)

OBJECTIVE H.1. Campus police will implement be more visible to combat unsafe occurrences.

Outcome: Less crime on campuses.

Outcome: Campus police prevent crimes from reoccurring.

H.1.1. STRATEGY: Campus police will implement a campus wide plan for preventing all crimes.

Output: Plan developed and approved to combat crime.

Output: Percentage of crimes occurring is decreased.

Output: Number of crimes decreased.

Output: Number of crimes solved increased.

GOAL I: Continue maintenance and renovation of residential facilities on the university campuses and implement compliance with the American with Disabilities Act. (ASU Strategic Plan: Goal 3)

OBJECTIVE I.1. Facilities evaluate and prepare a plan for maintenance to building on a regular schedule.

Outcome: Spending on building maintenance increase.

Outcome: Schedule showing maintenance provided has increased.

I.1.1. STRATEGY: Schedule and perform regular building maintenance.

Output: Document showing a schedule of maintenance performed on all buildings.
Output: Decrease in building emergency repairs.
Efficiency: This goal will require additional funds. The University would require an additional two million dollars to get where it should be on maintenance of its buildings.

OBJECTIVE I.2. The Facilities and Maintenance department will evaluate and access the need of all building needed to be ADA compliant.

Outcome: All buildings will be ADA compliant.

I.2.1. STRATEGY: Facilities will prepare a document detailing the ADA compliant issues need to be addressed.

Output: Document requirements.
Output: 100 % ADA compliant.

GOAL J: Improve academic, research, and public service facilities to foster an environment conducive to excellence in teaching, student learning, and contribute to the application and development of knowledge through implementation of a 10- year campus master plan. (ASU Strategic Plan: Goals 3, 4, and 5)

OBJECTIVE J.1. Facilities will review facilities needs for academic areas and prepare plans to address these needs.

Outcome: Plan or document to address academic facility needs.
Outcome: Implement a comprehensive space planning program.
Outcome: Develop a deferred maintenance plan.
Outcome: Provide a budget for the facility needs and request funding to address.

J.1.1. STRATEGY: Repair or construct facilities to meet the academic needs for faculty and staff.

Output: Budget request for additional funding to address academic facility needs.
Output: Implement 50% of the campus master plan.
Outcome: Implement a comprehensive space planning program.
Outcome: Develop a deferred maintenance plan.
Output: New and renovated academic facilities.
Efficiency: Number of new academic facilities.
Efficiency: Number of renovated facilities for classroom instruction.

GOAL K: Provide and promote professional development of employees to ensure competency at all levels of university and develop and refine a long-term faculty and staff compensation philosophy. (ASU Strategic Plan: Goals 2, 3, and 5)

OBJECTIVE K.1. Employees will be competent in their jobs.

Output: Employees will be trained to do their jobs efficiently.
Output: University will provide in-house training and external training for employees.

K.1.1. STRATEGY: University will provide professional development for all employees on all levels.

Output: Number of workshops attended by employees.
Output: 25% percentage increase in workshop attended.
Output: Number of in house workshops conducted.
Efficiency: Increase in number of employees attending workshops.
Efficiency: Percentage increase in the number of in house workshops conducted.

OBJECTIVE K.2. Faculty and Staff compensation philosophy will be implemented based on recommendations from the Segal study.

K.2.1. STRATEGY: University will implement comprehensive compensation model.

Output: Number of reclassified positions
Output: Percentage of increase in across-the-board compensation
Output: Percentage of plan implementation
Efficiency: Increased employee satisfaction
Efficiency: Increased supervisor satisfaction

Institutional Advancement & ASU Foundation, Inc. - YEAR ONE: 2027-2028

To achieve the goals and objectives listed for FY 2028, \$4,542,500 in funding is required.

GOAL A: Transformation through innovation. (ASU Strategic Plan: Goal 3, Goal 4 & Goal 5)

OBJECTIVE A: During FY 2028, the Senior Vice President for Institutional Advancement will implement a capital fundraising plan to increase donations and gifts from individuals, alumni, corporations, and other private and public-sector entities, thereby increasing the resources available to the university for the future.

Outcome: Increase donations and gifts from internal and external stakeholders.
Outcome: At least 10% of the alumni donate annually to the University, and the value of these gifts is at least \$1.5 million annually.
Outcome: Leverage the University's intellectual property and generate alternative cash flow streams that benefit the University sectors.

- Outcome:* Each academic school develops a plan to establish institutional endowments and advisory boards comprising high-profile alumni, professionals, and executives from the public and private sectors.
- Outcome:* Adequate staffing levels up to 15 additional persons to support implementation of the capital campaign plan

A.1. STRATEGY: Solicit consultants to conduct a feasibility and readiness study and a case for implementing a capital campaign.

- Output:* A well-thought-out and actionable document to guide our advancement efforts for the near future.
- Efficiency:* The cost to fund and implement the study will be about \$1,000,000 per year over the requisite years and plan goals
- Explanatory:* Retention of consultants and funds budgeted to fund the study and implementation of the capital campaign plan.

A.2 STRATEGY: Using a wealth screening software program, develop an Alumni Giving Capacity Report for all living alumni in the Advancement database.

- Output:* A report that lists the personal financial wealth of all living alumni.
- Efficiency:* 10% of the alumni in the report will be retained annually as \$1,000 donors.
- Explanatory:* Continued budget funding to maintain access to the wealth screening software program.

A.3 STRATEGY: Conduct an Asset Mapping Analysis to develop an Expert's Guide Database and University Intellectual Property Holdings.

- Output:* A listing/report of all University Experts in Subject Areas and Database of Intellectual Property, including patents, trademarks, and consumer-based products.
- Efficiency:* One out of every ten items on the list will already be producing cash flows for the university.
- Explanatory:* Increase in retention of PhD researchers and research dollars.

A.4 STRATEGY: Continue to strengthen the capacity and work of the Institutional Advancement Liaisons Council, comprised of representatives from each academic school and major operational department.

- Output:* Each academic school and major operational department will have one representative appointed to the committee.
- Efficiency:* The council will meet four times each year.
- Explanatory:* To coordinate fundraising and development across the university.

OBJECTIVE B: During FY 2028, Institutional Advancement will interface with the President of the National Alumni Association to develop and implement a strategic plan to annually increase the number of alumni donors and the amounts of their gifts (both monetary and other assets) so that approximately 15% of the alumni are making gifts annually and the cumulative total value of their annual gifts is at least \$2.0 million.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that at least 15% of the alumni are donating annually to the University and that the value of these gifts is at least \$2 Million annually.

B.1 STRATEGY: Develop a new initiative to attract new alumni low-dollar donors for annual giving.

Output: 1,000 new alumni donors are participating in annual giving.

Efficiency: The average gift from each alum is at least \$500.

Explanatory: Increase in funding to create, launch, and implement the new initiative.

B.2 STRATEGY: Using the Alumni Giving Capacity Report to strategically identify and solicit donations from those with capacity.

Output: 10% of identified alumni participating as annual donors.

Efficiency: One out of every ten living alumni becomes a donor.

Explanatory: Invest additional funding in advancement staff and operations budget.

OBJECTIVE C: By FY 2028, the university will establish a policy that incentivizes faculty to apply, compete successfully, and receive external funding.

Outcome: Increase in the number of faculty applying for grant opportunities.

C.1. STRATEGY: Attend meetings with the Provost and other relevant academic external funding leaders in developing policy.

Output: One incentive-based policy that encourages applying and successfully receiving new external funding.

Efficiency: Attend and participate in 50% of policy development meetings.

Explanatory: Budget funding increase needed to implement policy.

OBJECTIVE D: By FY 2028, the Provost, the Office of Graduate Studies, and the Senior Vice President for Institutional Advancement will develop a plan to increase the number of and provide additional funding for graduate assistants (with competitive salaries and benefits) for every School.

Outcome: Leverage the University's intellectual property and produce

alternative cash flow streams benefiting the University sectors.

D.1. STRATEGY: Using funds procured through leveraging intellectual property to appropriate funding for graduate assistants.

Output: Increase paid graduate assistant positions by 10%.
Efficiency: One out of every ten new applications for graduate assistance will be funded.
Explanatory: Funding is needed to support additional positions

OBJECTIVE E: By FY 2028, the President, the Provost, the Dean's Council, and the Senior Vice President for Institutional Advancement will develop a strategy to increase the funds available for faculty development by 15%.

Outcome: Increase the number of faculty applying for grant opportunities.

E.1. STRATEGY: Assist with the restructuring of the Faculty Development Program to be more competitive and have additional funding available and targeted for external grant funding solicitation.

Output: 25% increase in faculty development funds for grant funding applications.
Efficiency: One fourth of all faculty development grant application will be devoted to faculty pursuing grant funding.
Explanatory: Foundation board commitment to budget increases for the program.

OBJECTIVE F: By FY 2028, establish a corporate and foundation relations office that coordinates and centralizes all university-wide corporate giving and program funding efforts.

Outcome: Establish a corporate and foundation relations office.

F.1. STRATEGY: Coordinate consulting support to align corporate and foundation giving strategic plans.

Output: 50% of the university academic and administrative department corporate efforts will be aligned to their strategic plan and performance measures.
Efficiency: Half of university academic and administrative departments' corporate and foundation efforts will meet or exceed annual performance measures.
Explanatory: No affecting factors or variables.

OBJECTIVE G: By FY 2028, the Senior Vice President for Institutional Advancement will identify, and successfully build relationships with, a minimum of five high-net-worth

individuals or corporations who will fund the naming of facilities.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that there are at least five major donations by high-net-worth individuals, which have resulted in the naming of facilities.

G.1 STRATEGY: Using the Alumni Giving Capacity Report and other tools to research and identify high-net-worth individuals with the capacity to make a \$250,000 to \$1 million gift for the naming of a facility.

Output: Five facilities named because of major gifts to the university.

Efficiency: One facility is named annually over five years because of a major gift.

Explanatory: Additional staff and budgeted funds are needed to coordinate the strategy.

G.2 STRATEGY: Implement a planned giving program that encourages high net worth individuals to bequeath major gifts to the university for the naming of facilities.

Output: Three high-net-worth individuals will have established substantial planned gift bequeaths for the naming of facilities.

Efficiency: 10% of the thirty high-net-worth individuals contacted will establish planned gifts.

Explanatory: Additional funds will be needed to retain specialized staff to assist with the solicitation of donors.

OBJECTIVE H: During FY 2028, the Vice President for Student Affairs and the Senior Vice President for Institutional Advancement will establish a working group comprised of representatives from various student organizations to develop and implement a plan to establish a pre-alumni association that encourages students to contribute to the University and to participate in community service activities.

Outcome: Engage students in building more meaningful and effective relationships with Alcorn Alumni.

H.1. STRATEGY: Coordinate a meeting with student organization leaders, Student Affairs representatives, and the national alumni office to establish a new organization to be known as the ASU Student Pre-Alumni Council (S-PAC).

Output: Thirty enrolled undergraduate students will be chartered members of the new Student Pre-Alumni Council (S-PAC).

Efficiency: Ninety percent of students who attend the initial meeting will become members of the S-PAC.

Explanatory: Decrease in staff and budgeted funding support for the

Office of Alumni Relations.

OBJECTIVE I: During FY 2028, the Senior Vice President for Institutional Advancement will interface with the Provost to develop a plan to strengthen the University's development capacity building so that the University is attracting approximately \$5 million from these sources annually.

- Outcome:* Increase the number of faculty applying for grant opportunities.
- Outcome:* Increase donations and gifts from internal and external stakeholders.

I.1 STRATEGY: Implement new faculty development support program that targets new funding support for faculty grant writing efforts.

- Output:* Overall increase of \$20 Million in university external grant Funding in five years.
- Efficiency:* Increase external grant funding support by \$4 million annually.
- Explanatory:* Additional resources will be needed to support and aggressive grant-writing program including staff, consultants, etc.

I.2 STRATEGY: Host a series of meetings to develop a plan that focuses on increasing university external and auxiliary funding.

- Output:* Increase of \$5 Million in university external and auxiliary funding in five years.
- Efficiency:* Increase University external and auxiliary funding by \$1 million annually.
- Explanatory:* Additional resources will be needed to support staff, consultants, etc., to identify new contracting opportunities.

OBJECTIVE J: During FY 2028, the Senior Vice President for Institutional Advancement will interface with the Dean of the Business School, the Dean of the School of Agriculture and Applied Sciences, and other appropriate faculty and administrators to develop and implement a plan to leverage the research conducted by faculty to establish viable business enterprises (with revenue streams that will benefit the University).

- Outcome:* Increase donations and gifts from internal and external stakeholders.

J.1. STRATEGY: Host a series of meetings and strategy sessions with Deans and other relevant staff to develop a plan to leverage research that leads to businesses and partnerships that benefit the University financially.

- Output:* A viable guide plan that sets out a process for transferring research into an established, viable business enterprise that benefits the university.

Efficiency: One business established that results in a minimum of 50% of profits shared with the university.

Explanatory: Funding will be needed to accurately assess research, seek patents, establish business enterprises, etc.

OBJECTIVE K: By FY 2028, the Senior Vice President for Institutional Advancement will meet with each Dean to assist them in establishing and implementing their specific college or school Development Strategic Plan, focused on building institutional endowments and advisory boards composed of outstanding alumni, professionals, and executives from the public and private sectors.

Outcome: Ensure that each school creates a development plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

K.1. STRATEGY: Work closely with the Advancement Liaisons Council to hold planning and strategy sessions for each school to develop a development plan.

Output: A development plan for each academic school that includes the establishment of advisory boards and endowments.

Efficiency: Two plans will be developed per academic year.

Explanatory: Funding and support staff will be needed to assist in plan activation.

OBJECTIVE L: By FY 2028, the Senior Vice President for Institutional Advancement will interface with the Office of the President to develop a policy to leverage the University's intellectual property and produce alternative cash flow streams benefiting the University.

Outcome: Increase donations and gifts from internal and external stakeholders.

L.1. STRATEGY: Host a series of meetings with the President to develop a university policy that outlines how the university will leverage its intellectual property to produce alternative cash flows.

Output: A living policy that actively identifies and facilitates the leveraging of university intellectual property resulting in alternative cash flows.

Efficiency: Annually, one intellectual property asset will be analyzed using the policy and resulting in new cash flows to the university.

Explanatory: Procurement of consultants, personnel, and tools to collect and analyze university intellectual property assets.

OBJECTIVE M: By FY 2028, the Senior Vice President for Institutional Advancement will interface with the Dean of the School of Agriculture and Applied Sciences and the

Provost to leverage local, state, and federal resources to strengthen & expand extension and outreach services and attract additional funding.

Outcome: Increase donations and gifts from internal and external stakeholders.

M.1. STRATEGY: Include a request for and actively pursue increased or matching funding for the university's agricultural extension service and outreach programs in the university's annual state legislative agenda.

Output: Increased or matched funding of 50% for the University's agricultural extension service and outreach programs.

Efficiency: Two bills seeking a 50% increase in funding or a match are introduced at each Mississippi legislative session .

Explanatory: Funding to develop the agenda and support activities associated with the legislative session request.

OBJECTIVE N: By FY 2028, the Provost, the Senior Vice President for Institutional Advancement, the Dean of the Business School, and the Dean of the College of Agriculture and Applied Sciences will collaborate to reestablish a campus Economic Development Office for Southwest Mississippi to support their economic and workforce development.

Outcome: Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.

N.1. STRATEGY: Hold meetings with four primary county boards of supervisors (Warren, Claiborne, Jefferson, and Adams) and their respective economic development arms to assess workforce and economic development needs.

Output: Establish MOUs with four counties.

Efficiency: Hold a minimum of three meetings before MOUs are executed.

Explanatory: Funding for travel and staff to coordinate meetings.

OBJECTIVE O: Communicate to alumni the importance of staying connected to Alcorn via email communication and new media.

Outcome: Builds alumni awareness of events and activities at Alcorn.

Outcome: Alumni committed to advancing the University's agenda with pride.

Outcome: Establish a spirit of cooperation and togetherness.

O.1 STRATEGY: Encourage alumni to sign up for Alcorn newsletters to stay knowledgeable about all things Alcorn.

Output: Weekly updates and stories to alumni.

Output: Encourages alumni to share their good news with Alcorn.
Efficiency: Increase the number of alumni actively engaged with Alcorn.

O.2 STRATEGY: Increase the number of social media communications aimed at alumni as well as the number of alumni following Alcorn's official social media channels.

Output: Number of alumni social media engagements.
Output: Weekly updates and stories to alumni.
Output: Encourages alumni to share their good news with Alcorn.

O.3 STRATEGY: Continue to produce Annual Giving Reports with alumni features, giving levels, university news, etc., in print and online.

Output: Number of alumni receiving report.
Output: Analytical data from online report.

OBJECTIVE P: Effectively share the Alcorn story of giving excellence with media outlets to increase coverage and brand recognition.

Outcome: Positive news coverage.
Outcome: Established relationships.
Outcome: Being initiative-taking instead of reactive to media.

P.1 STRATEGY: Increase personal visits with local and national media representatives and invite media to Alcorn's campuses to better position Advancement and giving to broader audiences.

Output: Change in attitude toward and relationship with Alcorn.
Output: Reduction in negative coverage.
Output: Increase in giving.

P.2 STRATEGY: Schedule editorial board meetings between Foundation leadership and key editors of media outlets (print and broadcast).

Output: Number of editorial boards.
Output: News coverage of Advancement & Foundation.

Institutional Advancement & ASU Foundation, Inc. - YEAR TWO: 2028-2029

To achieve the goals and objectives listed for FY 2029, \$4,715,000 in funding will be required.

GOAL A: Sustainable and resilient enterprise. (ASU Strategic Plan: Goal 3, Goal 4 & Goal 5)

OBJECTIVE A: During FY 2029, Institutional Advancement will implement a strategic plan to increase donations and gifts from individuals, alumni, corporations, and other private and public-sector entities to increase the resources available for student

scholarships and for faculty and staff salaries.

- Outcome:* Increase donations and gifts from internal and external stakeholders.
- Outcome:* At least 10% of the alumni are donating annually to the University and that the value of these gifts is at least \$5 million annually.
- Outcome:* Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.
- Outcome:* Each academic school creates a development and marketing plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

A.1 STRATEGY: Convene a planning development retreat for Institutional Advancement staff and ASU Foundation Board to craft a comprehensive strategic fundraising plan including a university case statement.

- Output:* A well-thought-out and actionable document to guide the Advancement efforts for the near future.
- Efficiency:* The average cost per person to participate in the retreat will be \$1,250.
- Explanatory:* Retention of consultants and funds budgeted to host retreat.

A.2 STRATEGY: Using the wealth screening software program, develop an Alumni Giving Capacity Report for all living alumni in the Advancement Foundation CRM Advancement database.

- Output:* A report that lists the personal financial wealth of all living alumni.
- Efficiency:* 10% of the alumni in the report will be retained annually as \$1,000 donors.
- Explanatory:* Continued budget funding to maintain access to the wealth screening software program.

A.3 STRATEGY: Conduct an Asset Mapping Analysis to develop an Expert's Guide and Database of University Intellectual Property

- Output:* A listing/report of all University Experts in Subject Areas and Database of Intellectual Property, including patents, trademarks, and consumer-based products.
- Efficiency:* One out of every ten items on the list will already be generating cash flows for the university.

Explanatory: Increase in retention of PhD researchers and research dollars.

A.4 STRATEGY: Develop an Institutional Advancement Liaisons Committee comprised of representatives from each academic school.

Output: Each academic school will have one representative appointed to the committee.

Efficiency: The committee will have met eight times during the academic year.

Explanatory: Coordinate fundraising across the university.

OBJECTIVE B: During FY 2029, the Senior Vice President for Institutional Advancement will interface with the President of the National Alumni Association to develop and implement a strategic plan to increase annually the number of alumni donors and the amounts of their gifts (both monetary and other assets) so that approximately 40% of the alumni are making gifts annually and the cumulative total value of their annual gifts is at least \$2.75 million.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that at least 40% of the alumni are donating annually to the University and that the value of these gifts is at least \$2.75 million annually.

B.1 STRATEGY: Develop a new initiative to attract new alumni low-dollar donors for annual giving.

Output: 1,500 new alumni donors are participating in annual giving.

Efficiency: The average gift from each alum is at least \$775.

Explanatory: Increase in funding to create, launch, and implement new initiative.

B.2 STRATEGY: Using the Alumni Giving Capacity Report to strategically identify and solicit donations from those with capacity.

Output: 15% of identified alumni participated as annual donors.

Efficiency: Two out of every five living alumni become donors.

Explanatory: Invest additional funding in advancement staff and operations budget.

OBJECTIVE C: By FY 2029, the university will establish a policy that incentivizes faculty to apply for, compete successfully for, and secure external funding.

Outcome: Increase in the number of faculty applying for grant opportunities.

C.1. STRATEGY: Attend meetings with the Provost and other relevant academic external funding leaders in developing policy.

Output: One incentive-based policy that encourages applying and successfully receive new external funding.
Efficiency: Attend and participate in 50% of policy development meetings.
Explanatory: Budget funding increase needed to implement policy.

OBJECTIVE D: By FY 2029, the Provost, the Office of Graduate Studies, and the Senior Vice President for Institutional Advancement will develop a plan to increase the number of and provide additional funding for graduate assistants (with competitive salaries and benefits) for every School.

Outcome: Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.

D.1. STRATEGY: Using funds procured through leveraging intellectual property to appropriate funding for graduate assistants.

Output: Increase paid graduate assistant positions by 20%.
Efficiency: One out of every ten new applications for graduate Assistance will be funded.
Explanatory: Funding will be needed to support additional positions.

OBJECTIVE E: By FY 2029, the Provost and the Senior Vice President for Institutional Advancement will develop a strategy to increase the funds available for faculty development by 15%.

Outcome: Increase the number of faculty applying for grant opportunities.

E.1. STRATEGY: Restructure the Faculty Development program to be more competitive, with additional funding available and targeted for external grant funding solicitation.

Output: 15% increase in Faculty Development funds for grant funding applications.
Efficiency: One fourth of all Faculty Development grant application will be devoted to faculty pursuing grant funding.
Explanatory: Foundation board commitment to budget increase for program.

OBJECTIVE F: By FY 2029, establish a corporate and foundation relations office that coordinates and centralizes university-wide efforts.

Outcome: Establish a corporate and foundation relations office.

F.1. STRATEGY: Coordinate consulting support to align corporate and foundation giving strategic plans.

Output: 50% of university academic and administrative department corporate efforts will be aligned to their strategic plan and performance measures.

Efficiency: Half of university academic and administrative departments corporate and foundation efforts will meet or exceed annual performance measures.

Explanatory: No affecting factors or variables.

OBJECTIVE G: By FY 2029, Institutional Advancement will identify and successfully build relationships with at least five high-net-worth individuals or corporations that will fund the naming of facilities and campus spaces.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that there are at least five major donations by high-net-worth individuals, which have resulted in the naming of facilities and campus spaces.

G.1 STRATEGY: Using the Alumni Giving Capacity Report and other tools to research and identify high-net-worth individuals with the capacity to make a \$500,000 to \$1 million gift for the naming of a facility or space.

Output: Five facilities and spaces named because of major gifts to the university.

Efficiency: One facility is named annually for five years because of a major gift.

Explanatory: Additional staff and budgeted funds are needed to coordinate the strategy.

G.2 STRATEGY: Implement a planned giving program that encourages high-net-worth individuals to bequeath major gifts to the university for the naming of facilities.

Output: Three high net worth individuals will have established substantial planned gifts bequeaths for the naming of facilities.

Efficiency: 15% of the thirty high-net-worth individuals contacted will establish planned gifts.

Explanatory: Additional funds will be needed to retain specialized staff to assist with the solicitation of donors.

OBJECTIVE H: During FY 2029, the Vice President for Student Affairs and the Senior Vice President for Institutional Advancement will establish a working group comprised of representatives from various student organizations to develop and implement a plan to establish a pre-alumni association that encourages students to contribute to the University and to participate in community service activities.

Outcome: Engage students in building more meaningful and effective relationships with Alcorn Alumni.

H.1. STRATEGY: Coordinate a meeting with student organization leaders, Student Affairs representatives, and the national alumni office to establish a new organization to be known as the ASU Student Pre-Alumni Council (S-PAC).

Output: sixty enrolled students will be charter members of the new Student Pre-Alumni Council (S-PAC).

Efficiency: Ninety percent of students who attend the initial meeting will become members of the S-PAC.

Explanatory: Decrease in staff and budgeted funding support for the Office of Alumni Relations.

OBJECTIVE I: During FY 2029, the Senior Vice President for Institutional Advancement will interface with the Provost to develop a plan to increase the University's grants and agreements so that the University is attracting approximately \$35 million from these sources annually.

Outcome: Increase the number of faculty applying for grant opportunities.

Outcome: Increase donations and gifts from internal and external stakeholders.

I.1 STRATEGY: Implement a new Faculty Development Grant program that targets new funding support for faculty grant writing efforts.

Output: Increase of \$5 Million in external grant funding over five years.

Efficiency: Increase external grant funding support by \$1 million annually.

Explanatory: Additional resources will be needed to support an aggressive grant-writing program, including staff, consultants, etc.

I.2 STRATEGY: Host a series of meetings to develop a plan that focuses on increasing university agreements.

Output: Increase of \$5 Million in university-contracted funding over five years.

Efficiency: Increase University contracting by \$1 million annually.

Explanatory: Additional resources will be needed to support for staff, consultants, etc. to identify new contracting opportunities.

OBJECTIVE J: During FY 2029, the Senior Vice President for Institutional Advancement will interface with the Dean of the Business School, the Dean of the School of Agriculture and Applied Sciences, and other appropriate faculty and administrators to

develop and implement a plan to leverage the research conducted by faculty to establish viable business enterprises (with revenue streams that will benefit the University).

Outcome: Increase donations and gifts from internal and external stakeholders.

J.1. STRATEGY: Host a series of meetings and strategy sessions with Deans and other relevant staff to develop a plan to leverage research that leads to businesses and partnerships that benefit the University financially.

Output: A viable guide plan that sets out a process for transferring research into an established viable business enterprise that benefits the university.

Efficiency: One business established that results in a minimum of 50% of profits are shared with the university.

Explanatory: Funding will be needed to accurately assess research, seek patents, establish a business enterprise, etc.

OBJECTIVE K: By FY 2029, the Senior Vice President for Institutional Advancement will meet with each Dean to assist them in establishing and implementing development plans for each School, including institutional endowments and advisory boards composed of outstanding alumni, professionals, and executives from the public and private sectors.

Outcome: Ensure that each school creates a development plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

K.1. STRATEGY: Work closely with the Advancement Liaisons Committee to hold planning and strategy sessions for each school to develop a development plan.

Output: A development plan for each academic school that includes the establishment of advisory boards and endowments.

Efficiency: A plan will be developed per academic year.

Explanatory: Funding and support staff will be needed to assist in plan activation.

OBJECTIVE L: By FY 2029, the Senior Vice President for Institutional Advancement will interface with the Office of the President and Provost to develop a policy to leverage the University's intellectual property and produce alternative cash flow streams benefiting the University.

Outcome: Increase donations and gifts from internal and external stakeholders.

L.1. STRATEGY: Host a series of meetings with the President and Provost to develop a university policy that outlines how the university will

leverage its intellectual property to produce alternative cash flows.

Output: A living policy that actively identifies and facilitates the leveraging of university intellectual property resulting in alternative cash flows.

Efficiency: Annually one intellectual property asset will be analyzed using the policy and result in new cash flows to the university.

Explanatory: Procurement of consultants, personnel, and tools to collect and analyze university intellectual property assets.

OBJECTIVE M: By FY 2029, the Senior Vice President for Institutional Advancement will interface with the Dean of the School of Agriculture and Applied Sciences and the Provost to leverage state funding sources for the University's agricultural extension service and outreach programs. to attract additional funding.

Outcome: Increase donations and gifts from internal and external stakeholders.

M.1. STRATEGY: Include a request for and actively pursue increased or matching funding for the university's agricultural extension service and outreach programs in the university's annual state legislative agenda.

Output: Increased or matched funding of 50% for the Small Farm and Agribusiness Development Center.

Efficiency: Two bills are introduced at each Mississippi legislative session seeking a 50% increase in funding or match.

Explanatory: Funding to develop an agenda and support activities associated with pursuing additional and matching funds for program.

OBJECTIVE N: By FY 2029, the Senior Vice President for Institutional Advancement, the Dean of the Business School, and the Dean of the College of Agriculture and Applied Sciences will collaborate to establish agreements with counties in Southwest Mississippi to support their economic and workforce development.

Outcome: Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.

N.1. STRATEGY: Hold a meeting with the four primary county boards of supervisors (Warren, Claiborne, Jefferson, and Adams) and their respective economic development arms to assess workforce and economic development needs.

Output: Establish agreements with four counties.

Efficiency: Hold a minimum of three meetings before agreements are executed.

Explanatory: Funding for travel and staff to coordinate meetings.

OBJECTIVE O: Position Alcorn for positive news coverage as a key player and powerful resource in advancing the state of Mississippi.

Outcome: Positive news coverage.

Outcome: Change in attitude towards impact of Alcorn and its graduates in Mississippi.

O.1 STRATEGY: Educate Mississippi reporters about the breadth of Alcorn's strengths to help the media have a clear understanding of Alcorn's quality and impact on the state.

Output: Marketing materials shared with media outlets demonstrating Alcorn's impact.

O.2 STRATEGY: Share stories and statistics that demonstrate demand by high-achieving students to attend Alcorn, including the Alcorn Honors Program.

Output: Share the number of high-achieving students' profiles with media that attend Alcorn.

O.3 STRATEGY: Provide story ideas in the areas of Alcorn agricultural research, education, and breakthroughs in the biosciences, biotechnology, science, advanced technologies, veterinary medicine, and nursing, among others.

Output: Number of stories highlighting Alcorn excellence.

OBJECTIVE P: Work with CITS to ensure that Alcorn's website is technologically advanced and that the design itself is a marketing tool.

Outcome: Attractive, up-to-date website.

Outcome: Analytical data.

P.1 STRATEGY: Hire a vendor to create an innovative design template for the homepage and top-level pages.

Output: Innovative design.

Output: Survey the Alcorn community concerning enhancements to the website.

Institutional Advancement & ASU Foundation, Inc. - YEAR THREE: 2029-2030

To achieve the goals and objectives listed for FY 2030, \$4,807,000 in funding will be required.

GOAL A: Sustainable and resilient enterprise. (ASU Strategic Plan: Goal 3, Goal 4 & Goal 5)

OBJECTIVE A: During FY 2030, Institutional Advancement will create a strategic plan to increase donations and gifts from individuals, alumni, corporations, and other private and public-sector entities to increase the resources available for student scholarships and for faculty and staff salaries.

- Outcome:* Increase donations and gifts from internal and external stakeholders.
- Outcome:* At least 10% of the alumni are donating annually to the University and that the value of these gifts is at least \$1.5 million annually.
- Outcome:* Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.
- Outcome:* Each academic school creates a development and marketing plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

A.5 STRATEGY: Convene a planning development retreat for Institutional Advancement staff and ASU Foundation Board to update/modify the comprehensive strategic fundraising plan and university case statement.

- Output:* A well-thought-out and actionable document to guide our advancement efforts for the near future.
- Efficiency:* The average cost per person to participate in the retreat will be \$2,500.
- Explanatory:* Retention of consultants and funds budgeted to host retreat.

A.6 STRATEGY: Using the wealth screening software program, develop an Alumni Giving Capacity Report for all living alumni in the Advancement database.

- Output:* A report that lists the personal financial wealth of all living alumni.
- Efficiency:* 15% of the alumni in the report will be retained as \$1,000 donors annually.
- Explanatory:* Continued budget funding to maintain access to the wealth screening software program.

A.7 STRATEGY: Conduct an Asset Mapping Analysis to develop an Expert's Guide and Database of University Intellectual Property.

- Output:* A listing/report of all University Experts in Subject Areas and Database of Intellectual Property, including patents, trademarks, and consumer-based products.
- Efficiency:* One out of every ten items on the list will already be

generating cash flows for the university.
Explanatory: Increase in retention of PhD researchers and research dollars.

A.8 STRATEGY: Develop an Institutional Advancement Liaisons Committee comprised of representatives from each academic school.

Output: Each academic school will have one representative appointed to the committee.

Efficiency: The committee will have met eight times in the academic year.

Explanatory: Coordinate fundraising across the university.

OBJECTIVE B: During FY 2030, the Senior Vice President for Institutional Advancement will interface with the President of the National Alumni Association to develop and implement a strategic plan to increase annually the number of alumni donors and the amounts of their gifts (both monetary and other assets) so that approximately 40% of the alumni are making gifts annually and the cumulative total value of their annual gifts is at least \$2.85 million.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that at least 40% of the alumni are donating annually to the University and that the value of these gifts is at least \$2.85 million annually.

B.2 STRATEGY: Develop a new initiative to attract new alumni low-dollar donors for annual giving.

Output: 1,500 new alumni donors are participating in the annual Giving program.

Efficiency: The average gift from each alum is at least \$775.

Explanatory: Increase in funding to create, launch, and implement new initiative.

B.3 STRATEGY: Using the Alumni Giving Capacity Report to strategically identify and solicit donations from those with capacity.

Output: 20% of identified alumni participated as annual donors.

Efficiency: Three out of every five living alumni become donors.

Explanatory: Invest additional funding in advancement staff and operations budget.

OBJECTIVE C: By FY 2030, the university will establish a policy which incentivizes faculty to apply, compete successfully, and receive external funding.

Outcome: Increase in the number of faculty applying for grant opportunities.

C.1. STRATEGY: Attend meetings with the Provost and other relevant academic external funding leaders in developing policy.

Output: One incentive-based policy that encourages applying and successfully receiving new external funding.

Efficiency: Attend and participate in 50% of policy development meetings.

Explanatory: Budget funding increase needed to implement policy.

OBJECTIVE D: By FY 2030, the Provost, the Office of Graduate Studies, and the Senior Vice President for Institutional Advancement will develop a plan to increase the number of and provide additional funding for graduate assistants (with competitive salaries and benefits) for every School.

Outcome: Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.

D.1. STRATEGY: Using funds procured through leveraging intellectual property to appropriate funding for graduate assistants.

Output: Increase paid graduate assistant positions by 20%.

Efficiency: One out of every ten new applications for graduate assistance will be funded.

Explanatory: Funding will be required to support additional positions.

OBJECTIVE E: By FY 2030, the Provost and the Senior Vice President for Institutional Advancement will develop a strategy to increase the funds available for faculty development by 15%.

Outcome: Increase the number of faculty applying for grant opportunities.

E.1. STRATEGY: Restructure the Faculty Development program to be more competitive, with additional funding available and targeted for external grant funding solicitation.

Output: 15% increase in Faculty Development funds for grant funding applications.

Efficiency: One-fourth of all Faculty Development grant applications will be devoted to faculty pursuing grant funding.

Explanatory: Foundation board commitment to budget increase for program.

OBJECTIVE F: By FY 2030, establish a corporate and foundation relations office that coordinates and centralizes university-wide efforts.

Outcome: Establish an equitable budgeting process through objective assessment and evaluation.

F.1. STRATEGY: Coordinate consulting support to align corporate and foundation giving strategic plans.

Output: 50% of university academic and administrative department corporate efforts will be aligned to their strategic plan and performance measures.

Efficiency: Half of university academic and administrative departments corporate and foundation efforts will meet or exceed annual performance measures.

Explanatory: No affecting factors or variables.

OBJECTIVE G: By FY 2030, Institutional Advancement will identify and successfully build relationships with at least five high-net-worth individuals or corporations that will fund the naming of facilities.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that there are at least five major donations by high-net-worth individuals that have resulted in the naming of facilities.

G.1 STRATEGY: Using the Alumni Giving Capacity Report and other tools to research and identify high-net-worth individuals with the capacity to make a \$500,000 to \$1 million gift for the naming of a facility.

Output: Five facilities named because of major gifts to the university.

Efficiency: One facility was named annually for five years because of a major gift.

Explanatory: Additional staff and budgeted funds are needed to coordinate the strategy.

G.2 STRATEGY: Implement a planned giving program that encourages high-net-worth individuals to bequeath major gifts to the university for the naming of facilities.

Output: Three high net worth individuals will have established substantial planned gifts bequeathed for the naming of facilities.

Efficiency: 15% of the thirty high-net-worth individuals contacted will establish planned gifts.

Explanatory: Additional funds will be needed to retain specialized staff to assist with donor solicitation.

OBJECTIVE H: During FY 2030, the Vice President for Student Affairs and the Senior Vice President for Institutional Advancement will establish a working group comprised of representatives from various student organizations to develop and implement a plan to

establish a pre-alumni association that encourages students to contribute to the University and to participate in community service activities.

Outcome: Engage students in building more meaningful and effective relationships with Alcorn Alumni.

H.1. STRATEGY: Coordinate a meeting with student organization leaders, Student Affairs representatives, and national alumni office to establish a new organization to be known as the ASU Student Pre-Alumni Council (S-PAC).

Output: sixty enrolled students will be charter members of the new Student Pre-Alumni Council (S-PAC).

Efficiency: Ninety percent of students who attend the initial meeting will become members of the S-PAC.

Explanatory: Decrease in staff and budgeted funding support for the Office of Alumni Relations.

OBJECTIVE I: During FY 2030, the Senior Vice President for Institutional Advancement will interface with the Provost to develop a plan to increase the University's grants and agreements so that the University is attracting approximately \$40 million from these sources annually.

Outcome: Increase the number of faculty applying for grant opportunities.

Outcome: Increase donations and gifts from internal and external stakeholders.

I.1 STRATEGY: Implement a new Faculty Development Grant program that targets new funding support for faculty grant writing efforts.

Output: Increase of \$5 Million in external grant funding over five years.

Efficiency: Increase external grant funding support by \$1.5 million annually.

Explanatory: Additional resources will be needed to support an aggressive grant-writing program including staff, consultants, etc.

I.2 STRATEGY: Host a series of meetings to develop a plan that focuses on increasing university agreements.

Output: Increase of \$5 Million in university-contracted funding over five years.

Efficiency: Increase University contracting by \$1 million annually.

Explanatory: Additional resources will be needed to support for staff, consultants, etc. to identify new contracting opportunities.

OBJECTIVE J: During FY 2030, the Senior Vice President for Institutional Advancement will interface with the Dean of the Business School, the Dean of the School of Agriculture and Applied Sciences, and other appropriate faculty and administrators to develop and implement a plan to leverage the research conducted by faculty to establish viable business enterprises (with revenue streams that will benefit the University).

Outcome: Increase donations and gifts from internal and external stakeholders.

J.1. STRATEGY: Host a series of meetings and strategy sessions with Deans and other relevant staff to develop a plan to leverage research that leads to businesses and partnerships that benefit the University financially.

Output: A viable guide plan that sets out a process for transferring research into an established viable business enterprise that benefits the university.

Efficiency: One business established that results in a minimum of 50% of profits are shared with the university.

Explanatory: Funding will be needed to accurately assess research, seek patents, establish a business enterprise, etc.

OBJECTIVE K: By FY 2030, the Senior Vice President for Institutional Advancement will meet with each Dean to assist them in establishing and implementing development plans for each School, including the creation of institutional endowments and advisory boards composed of outstanding alumni, professionals, and executives from the public and private sectors.

Outcome: Ensure that each school creates a development plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

K.1. STRATEGY: Work closely with the Advancement Liaisons Committee to hold planning and strategy sessions for each school to develop a development plan.

Output: A development plan for each academic school that includes the establishment of advisory boards and endowments.

Efficiency: One plan will be developed per academic year.

Explanatory: Funding and support staff will be needed to assist in plan activation.

OBJECTIVE L: By FY 2030, the Senior Vice President for Institutional Advancement will interface with the Office of the President to develop a policy to leverage the University's intellectual property and produce alternative cash flow streams benefiting the University.

Outcome: Increase donations and gifts from internal and external stakeholders.

L.1. STRATEGY: Host a series of meetings with the President to develop a university policy that outlines how the university will leverage its intellectual property to produce alternative cash flows.

Output: A living policy that actively identifies and facilitates the leveraging of university intellectual property resulting in alternative cash flows.

Efficiency: Annually, one intellectual property asset will be analyzed under the policy, generating new cash flows for the university.

Explanatory: Procurement of consultants, personnel, and tools to collect and analyze university intellectual property assets.

OBJECTIVE M: By FY 2030, the Senior Vice President for Institutional Advancement will interface with the Dean of the School of Agriculture and Applied Sciences and the Provost to leverage state funding sources for the University's agricultural extension service and outreach programs. to attract additional funding.

Outcome: Increase donations and gifts from internal and external stakeholders.

M.1. STRATEGY: Include a request for and actively pursue increased or matching funding for the university's agricultural extension service and outreach programs in the university's annual state legislative agenda.

Output: Increased or matched funding of 50% for the Extension and outreach services and programs.

Efficiency: Two bills are introduced at each Mississippi legislative session seeking a 50% increase in funding or a match.

Explanatory: Funding to develop an agenda and support activities associated with pursuing additional and matching funds for the program.

OBJECTIVE N: By FY 2030, the Senior Vice President for Institutional Advancement, the Dean of the Business School, and the Dean of the College of Agriculture and Applied Sciences will collaborate to establish agreements with counties in Southwest Mississippi to support their economic and workforce development.

Outcome: Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.

N.1. STRATEGY: Hold a meeting with the four primary county boards

of supervisors (Warren, Claiborne, Jefferson, and Adams) and their respective economic development arms to assess workforce and economic development needs.

Output: Establish agreements with four counties.
Efficiency: Hold a minimum of three meetings before agreements are executed.
Explanatory: Funding for travel and staff to coordinate meetings.

OBJECTIVE O: Work with Student Affairs to implement innovative marketing materials that will attract incoming freshmen and transfer students.

Outcome: Increase incoming freshmen and transfer students.
Outcome: Number of innovative marketing materials developed.
Efficiency: Engaging materials for recruitment.

O.1 STRATEGY: Update “We are Alcorn” video to allow current students to speak about their positive Alcorn experience to potential students.

Output: Video produced.
Output: Video sent to school counselors.
Output: Video used at recruitment fairs by employees and alumni.

O.2 STRATEGY: Create brochures for all the University’s schools to be used for recruitment.

Output: Number of brochures developed.
Output: Brochures sent to prospective students.
Output: Brochures used at recruitment fairs by employees and alumni.

OBJECTIVE P: Enhance the Annual report of giving with innovative design and new tech-savvy tools to promote Alcorn giving excellence.

Outcome: Attractive, newly designed publication.
Outcome: Stories that take the reader from print to online publication.

P.1 STRATEGY: Video all interviews that may become feature stories to highlight stories in print and online.

Output: Opportunity to read the story in print or online.
Output: Increase website traffic.

To achieve the goals and objectives listed for FY 2031, \$5,350,500 in funding will be required.

GOAL A: Transformation through innovation. (ASU Strategic Plan: Goal 3, Goal 4 & Goal 5)

OBJECTIVE A: During FY 2031, Institutional Advancement will create a strategic plan to increase donations and gifts from individuals, alumni, corporations, and other private and public-sector entities to increase the resources available for student scholarships and for faculty and staff salaries.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: At least 15% of the alumni are donating annually to the University, and the value of these gifts is at least \$2 million annually.

Outcome: Leverage the University's intellectual property and generate alternative cash flow streams benefiting the University's sectors.

Outcome: Each academic school creates a development plan to establish institutional endowments and advisory boards composed of outstanding alumni, professionals, and executives from the public and private sectors.

A.1 STRATEGY: Convene a plan development retreat for Institutional Advancement staff and the ASU Foundation Board to craft a comprehensive strategic fundraising plan, including a university case statement.

Output: A well-thought-out and actionable document to guide our advancement efforts for the near future.

Efficiency: The average cost per person to participate in the retreat will be \$1,250.

Explanatory: Retention of consultants and funds budgeted to host retreat.

A.2 STRATEGY: Using the wealth screening software program, develop an Alumni Giving Capacity Report for all living alumni in the Advancement Foundation CRM database.

Output: A report that lists the personal financial wealth of all living alumni.

Efficiency: 15% of the alumni in the report will be retained as \$1,000 donors annually.

Explanatory: Continued budget funding to maintain access to the wealth screening software program.

A.3 STRATEGY: Conduct an Asset Mapping Analysis to develop an Expert's Guide and Database of University Intellectual Property.

Output: A listing/report of all University Experts in the Subject

Areas and Database of Intellectual Property, including patents, trademarks, and consumer-based products.
Efficiency: One out of every ten items on the list will already be producing cash flows for the university.
Explanatory: Increase in retention of PhD researchers and research dollars.

A.4 STRATEGY: Develop an Institutional Advancement Liaisons Committee comprised of representatives from each academic school.

Output: Each academic school will have one representative appointed to the committee.
Efficiency: The committee will have met 4 times during the FY.
Explanatory: Coordinate fundraising across the university.

OBJECTIVE B: During Academic Year, the Senior Vice President for Institutional Advancement will interface with the President of the National Alumni Association to develop and implement a strategic plan to increase annually the number of alumni donors and the amounts of their gifts (both monetary and other assets) so that by FY 2032, approximately 15% of the alumni are making gifts annually and the cumulative total value of their annual gifts is at least \$2.5 million.

Outcome: Increase donations and gifts from internal and external stakeholders.
Outcome: Ensure that at least 15% of the alumni are donating annually to the University and that the value of these gifts is at least \$2.5 million annually.

B.1 STRATEGY: Develop a new initiative to attract new alumni low-dollar donors for annual giving.

Output: 1,000 new alumni donors are participating in the annual giving.
Efficiency: The average gift from each alum is at least \$800.
Explanatory: Increase in funding to create, launch, and implement a new initiative.

B.2 STRATEGY: Using the Alumni Giving Capacity Report to strategically identify and solicit donations from those with capacity.

Output: 10% of identified alumni participating as annual donors.
Efficiency: One out of every five living alumni becomes a donor.
Explanatory: Invest additional funding in advancement staff and operations budget.

OBJECTIVE C: Establish a policy by which faculty are incentivized to apply, compete successfully, and receive external funding.

Outcome: Increase in the number of faculty applying for grant

opportunities.

C.1. STRATEGY: Attend meetings with the Provost and other relevant academic external funding leaders in developing policy.

Output: One incentive-based policy that encourages applying and successfully receive new external funding.
Efficiency: Attend and participate in 80% of policy development meetings.
Explanatory: Budget funding increase needed to implement policy.

OBJECTIVE D: The Provost, the Office of Graduate Studies, and the Senior Vice President for Institutional Advancement will develop a plan to increase the number of and provide additional funding for graduate assistants (with competitive salaries and benefits) for every School.

Outcome: Leverage the University's intellectual property and generate alternative cash flow streams benefiting the University's sectors.

D.1. STRATEGY: Using funds procured through leveraging intellectual property to appropriate funding for graduate assistants.

Output: Increase paid graduate assistant positions by 10%.
Efficiency: One out of every ten new applications for graduate assistance will be funded.
Explanatory: Funding will be needed to support additional positions.

OBJECTIVE E: The Provost and the Senior Vice President for Institutional Advancement will develop a strategy to increase the funds available for faculty development by 25%.

Outcome: Increase the number of faculty applying for grant opportunities.

E.1. STRATEGY: Restructure the Faculty Development program to be more competitive, with additional funding available and targeted for external grant funding solicitation.

Output: 25% increase in Faculty Development funds for grant funding applications.
Efficiency: One-fourth of all Faculty Development grants application will be devoted to faculty pursuing grant funding.
Explanatory: Foundation board commitment to the budget increase for the program.

OBJECTIVE F: Establish a corporate and foundation relations office that coordinates and centralizes university-wide efforts.

Outcome: Establish a corporate and foundation relations office.

F.1. STRATEGY: Coordinate consulting support to align corporate and foundation giving strategic plans.

Output: 50% of the university academic and administrative department budgets will be aligned with their strategic plans and performance measures.

Efficiency: Half of the University's academic and administrative departments will meet or exceed annual performance measures.

Explanatory: No affecting factors or variables.

OBJECTIVE G: Identify and successfully build relationships with a minimum of five high-net-worth individuals or corporations who will fund the naming of facilities.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that there are at least five major donations by high-net-worth individuals which have resulted in the naming of facilities.

G.1 STRATEGY: Using the Alumni Giving Capacity Report and other tools to research and identify high-net-worth individuals with the capacity to make a \$250,000 to \$1 million gift for the naming of a facility.

Output: Five facilities named because of major gifts to the university.

Efficiency: One facility is named annually for five years because of a major gift.

Explanatory: Additional staff and budgeted funds are needed to coordinate the strategy.

G.2 STRATEGY: Implement a planned giving program that encourages high-net-worth individuals to bequeath major gifts to the university for the naming of facilities.

Output: Three high net worth individuals will have established substantial planned gift bequeaths for the naming of facilities.

Efficiency: 10% of thirty high net worth individuals contacted will establish planned gifts.

Explanatory: Additional funds will be needed to retain specialized staff to assist with soliciting donors.

OBJECTIVE H: Working with the Vice President for Student Affairs and the Senior Vice President for Institutional Advancement will establish a working group comprising representatives from various student organizations to develop and implement a plan to

create a pre-alumni association that encourages students to contribute to the University and participate in community service activities.

Outcome: Engage students in building more meaningful and effective relationships with Alcorn Alumni.

H.1. STRATEGY: Coordinate a meeting with student organization leaders, Student Affairs representatives, and the national alumni association to establish a new organization to be known as the ASU Student Pre-Alumni Council (S-PAC).

Output: Thirty enrolled students will be charter members of the new Student Pre-Alumni Council (S-PAC).

Efficiency: Ninetypercent of students who attend the initial meeting will become members of the S-PAC.

Explanatory: Decrease in staff and budgeted funding support for the Office Alumni Relations.

OBJECTIVE I: Institutional Advancement will interface with the Provost to develop a plan to increase the University's grants and agreements so that the University is attracting approximately \$50 million from these sources annually.

Outcome: Increase the number of faculty applying for grant opportunities.

Outcome: Increase donations and gifts from internal and external stakeholders.

I.1 STRATEGY: Implement a new Faculty Development Grant program that targets new funding support for faculty grant writing efforts.

Output: Increase of \$20 Million in external grant funding in five years.

Efficiency: Increase external grant funding support by \$4 million annually.

Explanatory: Additional resources will be needed to support an aggressive grant-writing program including staff, consultants, etc.

I.2 STRATEGY: Host a series of meetings to develop a plan that focuses on increasing university corporate gifts.

Output: Increase of \$5 Million in university corporate funding in five years.

Efficiency: Increase University corporate funding by \$1 million annually.

Explanatory: Additional resources will be needed to support staff, consultants, etc., to identify new contracting opportunities.

OBJECTIVE J: Institutional Advancement will interface with the Dean of the Business

School, the Dean of the School of Agriculture and Applied Sciences, and other appropriate faculty and administrators to develop and implement a plan to leverage the research conducted by faculty to establish viable business enterprises (with revenue streams that will benefit the University).

Outcome: Increase donations and gifts from internal and external stakeholders.

J.1. STRATEGY: Host a series of meetings and strategy sessions with Deans and other relevant staff to develop a plan to leverage research that leads to businesses and partnerships that benefit the University financially.

Output: A viable guide plan that sets out a process for transferring research into an established viable business enterprise that benefits the university.

Efficiency: One business established that results in a minimum of 50% of its profits shared with the university.

Explanatory: Funding will be needed to accurately assess research, seek patents, establish a business enterprise, etc.

OBJECTIVE K: By FY 2031, Institutional Advancement will meet with each Dean and/or their designee to assist them in establishing and implementing development plans for each School, including institutional endowments and advisory boards composed of outstanding alumni, professionals, and executives from the public and private sectors.

Outcome: Ensure that each school creates a development plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

K.1. STRATEGY: Work closely with the Advancement Liaisons Committee to hold planning and strategy sessions for each school to develop a development plan.

Output: A development plan for each academic school that includes the establishment of advisory boards and endowments.

Efficiency: Two plans will be developed each FY.

Explanatory: Funding and support staff will be needed to assist with plan activation.

OBJECTIVE L: By FY 2031, Institutional Advancement will interface with the Office of the President to develop a policy to leverage the University's intellectual property and produce alternative cash flow streams benefiting the University.

Outcome: Increase donations and gifts from internal and external stakeholders.

L.1. STRATEGY: Host a series of meetings with the President to

develop a university policy that outlines how the university will leverage its intellectual property to produce alternative cash flows.

Output: A living policy that actively identifies and facilitates the leveraging of university intellectual property resulting in alternative cash flows.

Efficiency: Annually, one intellectual property asset will be analyzed using the policy and result in new cash flows to the university.

Explanatory: Procurement of consultants, personnel, and tools to collect and analyze university intellectual property assets.

OBJECTIVE M: By FY 2031, Institutional Advancement will interface with the Dean of the College of Agriculture and Applied Sciences and the Provost to leverage state funding sources for the University's agricultural extension service and outreach programs. to attract additional funding.

Outcome: Increase donations and gifts from internal and external stakeholders.

M.1. STRATEGY: Include a request for and actively pursue increased or matching funding for the university's agricultural extension service and outreach programs in the university's annual state legislative agenda.

Output: Increased or matched funding of 50% for the Extension and outreach programs and services

Efficiency: Two bills are introduced at each Mississippi legislative session seeking a 50% increase in funding or match.

Explanatory: Funding to develop an agenda and support activities associated with pursuing additional and matching funds for the program.

OBJECTIVE N: By FY 2031, Institutional Advancement, the Dean of the Business School, and the Dean of the College of Agriculture and Applied Sciences will collaborate to establish agreements with counties in Southwest Mississippi to support their economic and workforce development.

Outcome: Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.

N.1. STRATEGY: Hold a meeting with four primary county boards of supervisors (Warren, Claiborne, Jefferson, and Adams) and their respective economic development arms to assess workforce and economic development needs.

Output: Establish agreements with four counties.

Efficiency: Hold a minimum of three meetings before agreements

are executed.

Explanatory: Funding for travel and staff to coordinate meetings.

Institutional Advancement & ASU Foundation, Inc. - YEAR FIVE: 2031-2032

To achieve the goals and objectives listed for FY 2032, \$5,465,500 in funding will be required.

GOAL A: Sustainable and resilient enterprise. (ASU Strategic Plan: Goal 3, Goal 4 & Goal 5)

OBJECTIVE A: During FY 2032, Institutional Advancement will create a strategic plan to increase donations and gifts from individuals, alumni, corporations, and other private and public-sector entities to increase the resources available for student scholarships and for faculty and staff salaries.

- Outcome:* Increase donations and gifts from internal and external stakeholders.
- Outcome:* At least 10% of the alumni are donating annually to the University and that the value of these gifts is at least \$2.5 million annually.
- Outcome:* Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.
- Outcome:* Each academic school creates a development and marketing plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

A.1 STRATEGY: Convene a plan development retreat for Institutional Advancement staff and the ASU Foundation Board to craft a comprehensive strategic fundraising plan, including a university case statement.

- Output:* A well-thought-out and actionable document to guide the advancement efforts for the near future.
- Efficiency:* The average cost per person to participate in the retreat will be \$1,250.
- Explanatory:* Retention of consultants and funds budgeted to host retreat.

A.2 STRATEGY: Using the wealth screening software program, develop an Alumni Giving Capacity Report for all living alumni in the ADVANCEMENT CRM Advancement database.

- Output:* A report that lists the personal financial wealth of all living alumni.
- Efficiency:* 10% of the alumni in the report will be retained as \$1,000 donors annually.
- Explanatory:* Continued budget funding to maintain access to the wealth screening software program.

A.3 STRATEGY: Conduct an Asset Mapping Analysis to develop an Expert's Guide and Database of University Intellectual Property.

Output: A listing/report of all University Experts in Subject Areas and a Database of Intellectual Property, including patents, trademarks, and consumer-based products.
Efficiency: One out of every ten items on the list will already be producing cash flows for the university.
Explanatory: Increase in retention of PhD researchers and research dollars.

A.4 STRATEGY: Develop an Institutional Advancement Liaisons Committee comprised of representatives from each academic school.

Output: Each academic school will have one representative appointed to the committee. Subcommittees will be developed
Efficiency: The committee will have met 8 times during the FY.
Explanatory: Coordinate fundraising across the university.

OBJECTIVE B: During the Academic Year, the Senior Vice President for Institutional Advancement will interface with the President of the National Alumni Association to develop and implement a strategic plan to increase annually the number of alumni donors and the amounts of their gifts (both monetary and other assets) so that by FY 2032, approximately 15% of the alumni are making gifts annually and the cumulative total value of their annual gifts is at least \$2.5 million.

Outcome: Increase donations and gifts from internal and external stakeholders.
Outcome: Ensure that at least 15% of the alumni are donating annually to the University and that the value of these gifts is at least \$2.5 million annually.

B.1 STRATEGY: Develop a new initiative to attract new alumni low-dollar donors for annual giving.

Output: 1,000 new alumni donors are participating in the annual giving.
Efficiency: The average gift per alum is at least \$500.
Explanatory: Increase in funding to create, launch, and implement a new initiative.

B.2 STRATEGY: Using the Alumni Giving Capacity Report to strategically identify and solicit donations from those with capacity.

Output: 10% of identified alumni participating as annual donors.
Efficiency: Three out of every ten living alumni become donors.
Explanatory: Invest additional funding in advancement staff and operations budget.

OBJECTIVE C: Establish a policy by which faculty who apply, compete successfully, and receive external funding are incentivized.

Outcome: Increase in the number of faculty applying for grant opportunities.

C.1. STRATEGY: Attend meetings with the Provost and other relevant academic external funding leaders in developing policy.

Output: One incentive-based policy that encourages applying and successfully receive new external funding.

Efficiency: Attend and participate in 50% of policy development meetings.

Explanatory: Budget funding increase needed to implement policy.

OBJECTIVE D: The Provost, the Office of Graduate Studies, and the Senior Vice President for Institutional Advancement will develop a plan to increase the number of and provide additional funding for graduate assistants (with competitive salaries and benefits) for every School.

Outcome: Leverage the University's intellectual property and generate alternative cash flow streams benefiting the University's sectors.

D.1. STRATEGY: Using funds procured through leveraging intellectual property to appropriate funding for graduate assistants.

Output: Increase paid graduate assistant positions by 10%.

Efficiency: One out of every ten new applications for graduate assistance will be funded.

Explanatory: Funding will be required to support additional positions.

OBJECTIVE E: The Provost and the Senior Vice President for Institutional Advancement will develop a strategy to increase the funds available for faculty development by 25%.

Outcome: Increase the number of faculty applying for grant opportunities.

E.1. STRATEGY: Restructure the Faculty Development program to be more competitive with additional funding available and targeted for external grant funding solicitation.

Output: 25% increase in Faculty Development funds for grant funding applications.

Efficiency: One-fourth of all Faculty Development grant applications will be devoted to faculty pursuing grant funding.

Explanatory: Foundation board commitment to budget increase for

program.

OBJECTIVE F: Establish a corporate and foundation relations office that coordinates and centralizes university-wide efforts.

Outcome: Establish a corporate and foundation relations office that coordinates and centralizes university-wide efforts.

F.1. STRATEGY: Coordinate consulting support to align corporate and foundation giving strategic plans.

Output: 50% of university academic and administrative department corporate efforts will be aligned to their strategic plan and performance measures.

Efficiency: Half of the university administrative departments will meet or exceed annual performance measures.

Explanatory: No affecting factors or variables.

OBJECTIVE G: Identify and successfully build relationships with a minimum of five high-net-worth individuals or corporations who will fund the naming of facilities.

Outcome: Increase donations and gifts from internal and external stakeholders.

Outcome: Ensure that there are at least five major donations by high-net-worth individuals which have resulted in the naming of facilities.

G.1 STRATEGY: Using the Alumni Giving Capacity Report and other tools to research and identify high-net-worth individuals with the capacity to make a \$250,000 to \$1 million gift for the naming of a facility or space.

Output: Five facilities or spaces named because of major gifts to the university.

Efficiency: One facility or space named annually over five years because of a major gift.

Explanatory: Additional staff and budgeted funds are needed to coordinate the strategy.

G2. STRATEGY: Implement a planned giving program that encourages high-net-worth individuals to bequeath major gifts to the university for the naming of facilities.

Output: Three high net worth individuals will have established substantial planned gifts bequeathed for the naming of facilities.

Efficiency: 10% of the 30 high-net-worth individuals contacted will establish planned gifts.

Explanatory: Additional funds will be needed to retain specialized staff to assist with solicitation of donors.

OBJECTIVE H: The Vice President for Student Affairs and the Senior Vice President for Institutional Advancement will establish a working group comprised of representatives from various student organizations to develop and implement a plan to establish a pre-alumni association which encourages students to contribute to the University and to participate in community service activities.

Outcome: Engage students in building more meaningful and effective relationships with Alcorn Alumni.

H.1. STRATEGY: To continue to strengthen and grow the pre-alumni with the assistance of student organization leaders and Student Affairs representatives.

Output: Increase participation and activities of the students in the Pre-Alumni Council (S-PAC).

Efficiency: Ninetypercent of students who attend the initial meeting will become members of the S-PAC.

Explanatory: Decrease in staff and budgeted funding support for the Office of Relations.

OBJECTIVE I: Institutional Advancement will work with the Provost to develop a plan to increase the University's grants and agreements so that the University attracts approximately \$50 million annually from these sources.

Outcome: Increase the number of faculty applying for grant opportunities.

Outcome: Increase donations and gifts from internaland external stakeholders.

I.1 STRATEGY: Host a series of meetings to develop a plan that focuses on increasing university external partnerships.

Output: Increase of \$5 Million in university partnership funding over five years.

Efficiency: Increase University contracting by \$2 million annually.

Explanatory: Additional resources will be needed to support staff, consultants, etc. to identify new contracting opportunities.

OBJECTIVE J: Institutional Advancement will interface with the Dean of the Business School, the Dean of the School of Agriculture and Applied Sciences, and other appropriate faculty and administrators to develop and implement a plan to leverage the research conducted by faculty to establish viable business enterprises (with revenue streams that will benefit the University).

Outcome: Increase donations and gifts from internal and external stakeholders.

J.1. STRATEGY: Host a series of meetings and strategy sessions with Deans and other relevant staff to develop a plan to leverage research that leads to businesses and partnerships that benefit the University financially.

Output: A viable guide plan that sets out a process for transferring research into an established viable business enterprise that benefits the university.

Efficiency: One business established that results in a minimum of 50% of profits shared with the university.

Explanatory: Funding will be needed to accurately assess research, seek patents, establish a business enterprise, etc.

OBJECTIVE K: By FY 2032, Institutional Advancement will meet with each Dean to assist them in establishing and implementing development plans to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

Outcome: Ensure that each school creates a development plan to establish institutional endowments and advisory boards comprised of outstanding alumni, professionals, and executives from the public and private sectors.

K.1. STRATEGY: Work closely with the Advancement Liaisons Committee to hold planning and strategy sessions for each school to develop a development plan.

Output: A development plan for each academic school that includes the establishment of advisory boards and endowments.

Efficiency: Two plans will be developed each FY.

Explanatory: Funding and support staff will be needed to assist in plan activation.

OBJECTIVE L: By FY 2032, Institutional Advancement will interface with the Office of the President to develop a policy to leverage the University's intellectual property and produce alternative cash flow streams benefiting the University.

Outcome: Increase donations and gifts from internal and external stakeholders.

L.1. STRATEGY: Host a series of meetings with the President to develop a university policy that outlines how the university will leverage its intellectual property to produce alternative cash flows.

Output: A living policy that actively identifies and facilitates the leveraging of university intellectual property resulting in alternative cash flows.

Efficiency: Annually, one intellectual property asset will be analyzed using the policy and resulting in new cash flows to the

university.

Explanatory: Procurement of consultants, personnel, and tools to collect and analyze university intellectual property assets.

OBJECTIVE M: By FY 2032, Institutional Advancement will interface with the Dean of the School of Agriculture and Applied Sciences and the Provost to leverage state funding sources for the University's agricultural extension service and outreach programs. to attract additional funding.

Outcome: Increase donations and gifts from internal and external stakeholders.

M.1. STRATEGY: Include a request for and actively pursue increased or matching funding for the university's agricultural extension service and outreach programs in the university's annual state legislative agenda.

Output: Increased or matched funding of 50% for the Extension and outreach programs and services.

Efficiency: Two bills are introduced at each Mississippi legislative session seeking a 50% increase in funding or a match.

Explanatory: Funding to develop an agenda and support activities associated with pursuing additional and matching funds for program.

OBJECTIVE N: By FY 2032, Institutional Advancement, the Dean of the School of Business, and the Dean of the College of Agriculture and Applied Sciences will collaborate to establish agreements with counties in Southwest Mississippi to support their economic and workforce development.

Outcome: Leverage the University's intellectual property and produce alternative cash flow streams benefiting the University sectors.

N.1. STRATEGY: Hold a meeting with four primary county boards of supervisors (Warren, Claiborne, Jefferson, and Adams) and their respective economic development arm to assess workforce and economic development needs.

Output: Establish agreements with four counties.

Efficiency: Hold at least 3 meetings before agreements are executed.

Explanatory: Funding for travel and staff to coordinate meetings.

OBJECTIVE O.: Communicate to the Alcorn community the importance of understanding the mission, vision, and values to positively impact their areas through giving.

Outcome: Knowledgeable Alcorn faculty, staff, and students.

Outcome: Effective and efficient decision-making aligned with mission, vision, and values.

Outcome: Cultivate a culture of brand and reputation ownership and management through education and training.
Efficiency: Increase the number of faculty, staff, and students speaking in one voice.

O.1. STRATEGY: Develop communications to build engagement with alumni and donors where the strategic plan progress is discussed.

Output: Build awareness of annual fundraising and capital campaign.
Output: Increase knowledge of the capital campaign process and progress of Alcorn.
Output: Number of marketing communications mediums developed to build awareness.
Efficiency: Increase attendance at events and provide virtual access for those unable to attend in person.

OBJECTIVE O: Share and profile the good news about giving to the Alcorn community and its publics.

Outcome: Number of student and employee profiles.
Outcome: Number of alumni success stories.
Outcome: Increase the number of success stories contributions to from the Alcorn community.
Efficiency: Identify news features for local, regional, and national news.

O.1 STRATEGY: Continue to enhance coverage in newsletters and reports of giving of excellent teaching, research, and scholarship, to expose high-quality faculty and staff to prospective donors on a consistent basis.

Output: Increase exposure to the Alcorn community of stories on teaching, research, and scholarship.
Output: Share Newsletters with regional media and increase coverage of stories on teaching, research, and scholarship.

O.2 STRATEGY: Provide Alcorn employees with a copy of, or access to, the annual Report of Giving to increase awareness of good news and to build brand loyalty.

Output: Increase awareness of Alcorn's great happenings.
Output: Number of magazines issued to Alcorn employees.
Output: Number of downloads of digital publication by university employees

APPENDIX A: ALCORN STATE UNIVERSITY AGRICULTURAL UNIT

Five Year Strategic Plan 2028-2032

Comprehensive Mission Statement

The mission of the College of Agriculture and Applied Sciences (CAAS) operates through vibrant teaching, research and outreach activities. The College of Agriculture and Applied Sciences empowers students and citizens educationally and socio-economically to enrich the quality of life for themselves and their communities in Mississippi, the United States, and the world.

1. Philosophy

The College of Agriculture and Applied Sciences is a premier land-grant program that promotes excellence by providing teaching, research, and outreach activities, delivered by cutting edge technology to its students and the communities it serves.

2. Relevant Statewide Goals and Benchmarks

ECONOMIC DEVELOPMENT

Statewide Goal: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Relevant Benchmarks: Commercial Activity

- Per capital gross domestic product
- Percentage contribution of agriculture, forestry, fishing, and hunting sector to the state's gross domestic product
- Tourism measured in the number of visitors and dollars generated
- Number of new technology start-ups
- Venture capital investments measured in dollars and number of deals

Relevant Benchmarks: Job Growth

- Number of jobs in agriculture, forestry, fishing, advance technology, human science and hunting sector

Relevant Benchmarks: Employment and Income

- Average annual pay
- Median household income

Statewide Goal: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

UNIVERSITIES: GRADUATE

Relevant Benchmarks: Commercialization of Academic Research

- Dollar value of research grants and contracts awarded to Mississippi public universities

- Percentage of total federal research and development expenditures received by Mississippi public universities
- Number of patents obtained by Mississippi public universities in emerging technologies
- Number of patents obtained by Mississippi public universities in emerging technologies that are commercialized
- Number of private sector companies created as a result of activities at Mississippi public universities

HEALTH

Statewide Goal: To protect Mississippians from the risks to public health and to provide them with health-related information and access to quality healthcare necessary to increase the length and quality of their lives.

Relevant Benchmarks: Non-Communicable Disease

- Percentage of adults who are obese (defined as a Body Mass Index (BMI) of 30 or more, regardless of sex)
- Adult compliance with recommended levels of aerobic physical activity (percentage of adults who report participating in 150 minutes or more of aerobic physical activity per week)
- Adult compliance with consumption of recommended daily portions of fruits and vegetables [percentage of adult population reporting consumption of recommended daily portions of fruits (2+) and vegetables (3+)]

HUMAN SERVICES

Statewide Goal: To ensure that Mississippians are able to develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support.

Relevant Benchmarks: Non-Communicable Disease

- Percentage of households with food insecurity
- Percentage of public school children receiving free or reduced meals in school.
- Number and percentage of families receiving Temporary Assistance to Needy Families during the year.

NATURAL RESOURCES

Statewide Goal: To ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation, and wise development of those resources.

WATER

Relevant Benchmarks: Quantity

- Maintenance of adequate groundwater (aquifer) capacity, by region
- Maintenance of adequate quantity of surface waters, by region.

Relevant Benchmarks: Quality

- Miles of impaired rivers and streams (total and as a percentage of total river and stream mileage assessed)
- Acres of impaired lake water (total and as a percentage of total lake water assessed)
- Mississippi waters that meet or exceed State Water Quality Standards

3. Overview of the Unit 5-Year Strategic Plan

Over the next 5 years, Alcorn's Agriculture Unit will enhance its research capacity in agricultural production related to specialty crops, alternative enterprises, animal production, water resources, human sciences, advanced technology, food security and family nutrition and well-being.

The Alcorn State University College of Agriculture and Applied Sciences is the primary area responsible for implementing the land-grant functions of the University inclusive of research, Extension and applied sciences through the departments of Agriculture, Human Sciences, Biotechnology and Advanced Technology.

Discovering knowledge through research, transferring research based information through Extension, and imparting knowledge through teaching and experiential learning are the methodologies. The Agricultural units also deliver educational programs to meet the needs of small farmers, families, rural and urban dwellers, and students pursuing career aspirations and entrepreneurial ambitions.

Alcorn State University's agricultural programs especially target limited resource audiences in improving their economic well-being and quality of life. Programs in sustainable agriculture (Horticulture, Animal Science, Forestry and Agronomy), Farm and Financial Management, and Economic Development, as well as others programs focusing on protecting and improving the environment and communities, are the hallmarks of the institution's land-grant offerings.

BUILDING RESEARCH CAPACITY

Crop Production

Agriculture is Mississippi's number one industry, employing approximately 11.4 to 30% of the state's workforce either directly or indirectly. Agriculture in Mississippi is a 9.5 billion-dollar industry. There are approximately 32,000 farms in the state covering 10.4 million acres. The average size farm is composed of 328 acres. Agriculture makes a significant contribution to all 82 counties (MDAC). While row crops like soybeans and cotton are the mainstay of agricultural production, farmers continue to explore ways to create new markets and supplement their income. Specialty crops provide that opportunity. There are more than 40 fruits and vegetables grown in Mississippi, many of which are produced by farmers on small acreages and sold across the state at farmers markets. Sweet potatoes, turnips, okra, squash and onions are some of those vegetables. Fruits, vegetables, berries, potatoes, melons, and tree nuts make up about 41,221 acres valued at \$106.1 million; Peanuts 33 million at 13,000 acres harvested from 113 farms; it creates about 33 produce shippers, wholesalers and business, 27 certified farmers' markets selling fresh fruits and vegetable and \$14.94 million value in fresh fruit, fresh vegetables, and tree nut exports. Biotechnology has come to play a central role in agriculture, producing crops with desired qualities (herbicide tolerance, disease and pest resistance) and providing alternative uses of commodities (biofuels, pharmaceuticals, value-added producers, etc.).

Areas of focus will include development of production systems that optimize yield, energy efficiency, profitability, and environmental stewardship.

1. Specialty Cropping
2. Small Ruminant Animals
3. Fruits and Vegetables
4. Economics and Risk Management
5. Biotechnology, and Genomics

Animal Production

In 2025, Mississippi produced 752 million chicken broilers/Eggs, ranking sixth in broiler production nationally. This year marks the 31st consecutive year for poultry to outperform every other agricultural commodity in Mississippi, and for the second time in three years, its farm gate value fell just shy of \$4 billion. Poultry generated more than \$3.8 billion -- its second-best recorded yearly total and a 10.5% increase over 2023. The broiler production value rose nearly 6% to \$3.3 billion, while egg production totals increased almost 58% to \$484 million. The total farm gate value of animal production systems in Mississippi is just shy of \$9.51 Billion in 2025. As the interest in sustainable and alternative forms of livestock production systems grows, the need to provide unbiased, educational resources on small ruminant production, health, nutrition and marketing increases. In 2025, the number of meat goats was 19,000 with dairy (milk) goats at 430,000. The market value of all products sold in this specialty segment of agriculture, which includes sheep, goats, wool, mohair and milk, is estimated at over \$2.3 million. Nationwide, total sheep and lamb numbers in 2025 were 5.05 million head of sheep in the U.S. In Mississippi the majority of goats and sheep were sold by the head on a year round basis with the largest runs coming from the late spring to July. Modern animal production systems provide unprecedented efficiency in producing high quality, nutritious, safe, and affordable meats, eggs, and dairy products to consumers throughout Mississippi, the nation, and the world. However, volatile feed and energy costs, emerging diseases, and regulatory constraints continually challenge Mississippi producers. Research conducted by the College of Agriculture and Applied Sciences on nutrition, forage management, animal health and welfare, physiology, herd genetics, animal performance, marketing, and enterprise economics help Mississippi producers to be profitable and competitive in a global economy while ensuring sound environmental stewardship.

Areas of focus will include development of efficient, cost-effective, and humane animal production systems that optimize environmental stewardship:

1. Animal Nutrition
2. Herd Health
3. Animal Breeding and Genetics
4. Biotechnology and Genomics
5. Risk Management
6. Waste Management and Water Quality

Natural Resources

The field of Natural and Environmental Sciences is a physical- and biological-science based research area that addresses the interface of environmental science and human activity using a broad range of disciplines. In the twenty-first century, the global human community is facing a substantial growth in the environmental consequences in providing food, energy, materials, and basic services to a population of almost 6.5 billion inhabitants. The long-term sustainability of natural resources and the environment is directly linked to many recognized environmental benefits from agriculture. Many environmental specialists, students, and Forestry professionals possess little training in the natural sciences including both the fundamental ideas and methodologies of the earth and environmental sciences.

Areas of focus will be biological (Ecology and the Environment), economic (Environmental and Resource Economics), physical (Environmental Chemistry: Soil, Air, Water), and social (Environment and Society).

1. Irrigation Efficiency
2. Watershed Protection.
3. Sustainable Forestry

4. Wildlife Habitat
5. Community Buffers or Greenways
6. Herbivores on Woodland
7. Outdoor recreation Opportunity

Food Systems and Family Nutrition

Societies are food secure when they have access to safe, affordable, and nutritious food for all members. Food safety is an essential component of food security. Food science involves a myriad of scientific disciplines (microbiology, chemistry, engineering, biochemistry, etc.) to ensure that the food products that reach Mississippi consumers are both safe and meet quality standards. The College of AAS research is shedding light on how foodborne pathogenic bacteria sense, adapt, resist and recover from different food processing stresses and antimicrobials in foods of animal and plant origin, with the goal of detecting and eliminating pathogens from the human food value chain. Obesity and diet-related diseases (particularly among children) are major public health problems in the U.S. in general and Mississippi specifically. Limited access to nutritious food and relatively easier access to less nutritious food may be linked to poor diets and ultimately, to obesity and diet-related diseases. The College of AAS scientists working in the areas of Food Science, Nutrition and Health Promotion and Human Sciences are involved in integrative studies of nutrition, dietetics, and human behavior to promote physical and mental health; prevent disease, injury, and disability, and enhance quality of life for Mississippi residents.

Areas of focus will include food production, harvesting, processing, packaging, and preparation systems that ensure high quality, nutritious and safe food supplies as well as integrative research addressing nutrition, dietetics, and human behaviors that promote physical and mental health; prevent disease, injury, and disability; and enhance quality of life for Mississippi residents.

Areas of focus will include food production, harvesting, processing, packaging, and preparation systems that ensure high quality, nutritious and safe food supplies as well as integrative research addressing nutrition, dietetics, and human behaviors that promote physical and mental health; prevent disease, injury, and disability; and enhance quality of life for Mississippi residents.

1. Access to Affordable and fresh Fruit and Vegetables
2. Obesity and Diseases Prevention
3. Child, Youth, and Family Development
4. Healthy Lifestyles and Well-Being

4. Unit External/Internal Assessment

1. Decrease of special and competitive grants funds currently available through the federal appropriations process.
2. Reductions in federal formula funds (i.e., Hatch, Multi-State, Animal Health)
3. Reductions in state appropriated funds
4. Reductions in state or federal revenues due to adverse economic conditions
5. Catastrophic weather events (flood, drought, hurricane, etc.) which prevent achievement of research goals/objectives in field-based research programs.
6. The rate of inflation and attendant reduction in purchasing power.
7. Enactment of federal or state legislation requiring more costly environmental compliance measures.
8. Rapid fluctuations in energy, feed, and fertilizer costs

9. Unfunded mandates, like increases in fringe benefits like health insurance (both federal and state).
10. Sudden significant crises impacting agriculture (insect invasion, new and virulent plant disease, animal health crises, etc.) that require a significant refocus of funds to meet the crisis.

External reviews of programs are one of the evaluation tools used to assist administrators in correcting deficiencies or to enhance program quality. Some financial support and personnel are available through USDA's National Institute of Food and Agriculture (NIFA) to assist us in certain reviews. Special reviews may be scheduled to coincide with significant changes in programs such as a change in leadership. Reviews may include one or more of the following general objectives:

1. To identify major strengths and weaknesses.
2. To identify and clarify significant problem areas and priorities
3. To improve the quality of research, teaching, and/or extension programs through internal and external review.
4. To increase the awareness of faculty and administrators of opportunities, problems and needs.
5. To improve coordination of unit programs with other units within the university, with other institutions and with other state and federal agencies.
6. To evaluate institutional management
7. To improve communications among the faculty, staff, and administration.
8. To ensure Civil Rights compliance.

5. Agency Goals, Objectives, Strategies and Measures by Program

Following are the five-year goals, objectives and strategies which are broken down by program. Any dollar figures associated with a particular program's goals represent additional funds needed during the designated year to achieve those goals.

PROGRAM 1: RESEARCH YEAR ONE: 2027-2028

To achieve the goals and objectives listed for FY 2028, \$1,500,000 in funding will be required.

GOAL A: Support and sustain an agricultural production system that is highly competitive in the global economy.

OBJECTIVE A.1. Conduct research that improves the productivity, profitability and sustainability of row crop, horticulture, biofuel, livestock, and aquatic producers in Mississippi.

Outcome: Extramural funding/Scientist FTE

Outcome: Scientific Publications/Scientist FTE

A.1.1. STRATEGY: Develop improved varieties and strains of plants and animals for improved yield, quality, pest resistance, drought resistance, and heat tolerance through conventional breeding and genetic manipulation.

Output: Number of Scientist FTEs committed to Objective

Output: Scientific Publications

Efficiency: Ratio of Appropriated funds to Extramural Funds

Explanatory: Reduction of federal funding of research grants due to federal sequestration

A.1.2. STRATEGY: Exploit the possibilities of precision agriculture and advanced spatial technologies to improve efficiency, profitability, and environmental stewardship.

Output: Number of Scientist FTEs committed to Objective

Output: Scientific Publications

Efficiency: Ratio of Appropriated funds to Extramural Funds

Explanatory: Reduction of federal funding of research grants due to federal sequestration

A.1.3. STRATEGY: Develop, evaluate, and validate technologies and practices for efficient and cost-effective irrigation systems to enhance productivity, profitability, and sustainability of crop production systems.

Output: Number of Scientist FTEs committed to Objective

Output: Scientific Publications

Efficiency: Ratio of Appropriated funds to Extramural Funds

Explanatory: Reduction of federal funding of research grants due to federal sequestration

A.1.4. STRATEGY: Explore the potential for building automation in the greenhouse nursery industry in order to increase efficiency, profitability, work safety, and workforce retention.

Output: Number of Scientist FTEs committed to Objective

Output: Scientific Publications

Efficiency: Ratio of Appropriated funds to Extramural Funds

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.5. STRATEGY: Discover new processing methods and products that add value to raw products, expanding markets for agricultural commodities and enhancing overall economic prospects of farmers and ranchers.

Output: Number of Scientist FTEs committed to Objective

Output: Scientific Publications

Efficiency: Ratio of Appropriated funds to Extramural Funds

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

OBJECTIVE A.2. Alcorn State University will develop research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele on practices and programs related to protecting natural resources and the environment.

Outcome: Percentage change in the number of research or evidence-based practices and educational programs available related to protecting natural resources and the environment

Outcome: Percentage increase in the number of landowners, producers, and/or clientele who engage in new farming enterprises.

A.2.1. STRATEGY: Create research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele.

Output: Number of research or evidence-based practices and educational programs related to protecting natural resources and the environment adapted and/or developed for implementation.

Efficiency: The percentage of farmers adopting research or evidence-based practices created by a team of Extension faculty and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time Extension faculty would typically dedicate to program creation or adaptation.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

A.2.2. STRATEGY: Alcorn State University Agriculture Program will deliver research or evidence-based practices and programs to Mississippi's agricultural producers and stakeholders.

Output: Number of programs and events related to the viability of agriculture delivered as a direct teaching exposure

Output: The number of programs and events related to the viability of agriculture delivered as an indirect teaching exposure

Output: The number of producers and stakeholders reached with programs and events related to the viability of agriculture

Output: The number of publications related to the viability of agriculture distributed via newsletters, brochures, etc.; mass media; and/or social media

Output: Number of producers and stakeholders reached via publications related to the viability of agriculture distributed through newsletters, brochures, etc.; mass media; and/or social media

Output: Number of other contacts (e.g., planning, cooperating, facilitating) related to the viability of agriculture

Output: Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to the viability of agriculture.

Efficiency: Cost per educational event and/or contact (i.e., client)

Explanatory: While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

GOAL B: Support and sustain an agricultural production system, which protects natural resources & the environment.

OBJECTIVE B.1. Conduct research that enhances environmental stewardship of agricultural production systems while maintaining economic sustainability and profitability.

Outcome: Extramural funding/Scientist FTE.

Outcome: Scientific Publications/Scientist FTE.

B.1.1. STRATEGY: Develop nutrient management plans to meet environmental quality standards.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.2. STRATEGY: Identify best management practices (BMP's) to meet total maximum daily load (TMDL) standards and prevent non-point source pollution.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.3. STRATEGY: Develop new technologies that enhance water-use efficiency and water quality of agricultural lands.

Output: Number of Scientist FTEs committed to Objective

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.4. STRATEGY: Evaluate the effects of global climate change on production agriculture and develop strategies and practices to mitigate and adapt to climate change.

Output: Number of Scientist FTEs committed to Objective

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.5. STRATEGY: Develop and promote sustainable agriculture systems (e.g., minimum tillage, integrated pest management, soil health, conservation management systems etc.) to help ensure ecosystems integrity and biodiversity.

B.1.6. STRATEGY: Develop alternative crops and agricultural enterprises to promote economic development and job creation.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.7. STRATEGY: Conduct research that promote rural economic development.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.8. STRATEGY: Develop and promote Community Supported Agricultural Enterprises.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.9. STRATEGY: Develop decision support tools that inform production decisions and enhance profitability of agricultural enterprises and businesses.

PROGRAM 2: PUBLIC SERVICE- YEAR ONE: 2027-2028

To achieve the goals and objectives listed for FY 2028, \$1,650,000 in funding will be required.

GOAL A: Support and improve the health and nutritional well-being of the citizens of Mississippi.

OBJECTIVE A.1. Conduct research and deliver educational practices, programs and activities focusing on improving health and well-being, increasing accessibility to highly-nutritious foods, and encouraging healthy dietary choices.

Outcome: Extramural funding/Scientist FTE.
Outcome: Scientific Publications/Scientist FTE.
Outcome: Percentage change in the number of research or evidence-based practices and educational programs available related to health and well-being.
Outcome: The number of clientele that adopt suggested practices to fit their nutritional and wellness needs.
Outcome: The number of clients that reports change in family lifestyles and behaviors to improve health and well-being.

A.1.1. STRATEGY: Conduct human nutrition research that addresses maintenance of optimal health for all population groups, especially those at greater risk for nutrition-related diseases.

- Output:* Number of Scientist FTEs committed to this objective
- Output:* Scientific Publications
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
- Output:* The number of individuals and/or families reached by programs and events related to health and well-being
- Output:* The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being
- Output:* The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being
- Efficiency:* Ratio of Appropriated funds to Extramural Funds
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
- Efficiency:* The cost per educational event and/or contact (i.e., client)
- Explanatory:* Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.2. STRATEGY: Conduct education on the causes of prevention of obesity which has reached epidemic proportions in Mississippi and poses a major health care expense to the state in the future.

- Output:* Number of Scientist FTEs committed to this objective.
- Output:* Scientific Publications.
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.3. STRATEGY: Evaluate use of foods to prevent diseases (e.g., functional foods) and the production of pharmaceuticals from plants.

Output: Number of Scientist FTEs committed to this objective.

Output: Scientific Publications.

Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client)

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.4 STRATEGY: Adapt or create research based practices and educational programs that enhance the health and well-being of individuals and families.

Output: Number of Scientist FTEs committed to this objective.

Output: Scientific Publications.

Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client)

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

GOAL B: To enhance the knowledge and skills of Mississippi's youth to promote a successful transition to adulthood

OBJECTIVE B.1 ASU Agriculture Program will develop research-or-evidence based practices and educational programs that address the needs of Mississippi youth.

Outcome: Increase the number of research-or-evidence based practices and educational programs available related to positive youth development.

B.1.1 STRATEGY: Adapt/create research based practices and educational programs that address the needs of Mississippi communities and businesses.

Output: The number and name of research-or-evidence based practices and educational programs related to positive youth adapted and/or developed for implementation

Efficiency: ASU Extension Program Educational programs will be adapted or created by a team of Extension specialists and educators to be distributed across the Extension program. A team-based approach to program development will limit the amount of time our specialists would typically dedicate to program creation or adaptation.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE B.2: Youth will develop lifelong learning skills through participation of our positive youth development programs.

Outcome: The number of youth that will increase their knowledge in 4-H and Youth Leadership subject-matter areas.

Outcome: The number of youth that will enhance their life long skills.

Outcome: The number of youths that increased their involvement in 4-H and youth leadership programs, events and activities at the county district, state, and national levels.

B.2.1. STRATEGY: ASU Extension Program will deliver research –or- evidence-based practices and programs to the youth and volunteers that will work with youth through positive youth development programming.

Output: The number and name of programs, events and activities related to positive youth development delivered as a direct teaching exposure.

Output: The number and name of programs, events and activities related to positive youth development delivered as an indirect teaching exposure.

Output: The number of youth reached by programs, events and activities related to positive development.

Output: The number of publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of youth reached by publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to positive youth development.

Output: The number of individuals/technical assistances (e.g., face-to-face, email, or telephone consultation) contacts related to positive youth development.

Efficiency: The cost per educational event and/or contact (i.e., client)

Explanatory: Demonstrating program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

B.2.2. STRATEGY: Provide Science, Technology, Engineering, and Mathematics (STEM) related outreach activities to students and teachers from local schools.

Output: Attract a significant number of students into STEM fields at an early age.

Efficiency: This program is very effective in increasing student enrollment.

Explanatory: Advanced Technologies Department is equipped with facilities and faculty members within the STEM areas.

B.2.3. STRATEGY: Staff will evaluate the impact of educational programs related to positive youth development.

Output: The number and name of programs, events or activities related to positive youth development will be evaluated using the approved evaluation instrument.

Efficiency: The effective use of an evaluation instrument will decrease undue hardship of Extension professional demonstrating the impact of their efforts.

Efficiency: The use of an effective instrument will allow data aggregation of variant locations to demonstrate collective impact.

PROGRAM 1: RESEARCH YEAR TWO: 2028-2029

To achieve the goals and objectives listed for FY 2029, \$1,450,000 in funding will be required.

GOAL A: Support and sustain an agricultural production system that is highly competitive in the global economy.

OBJECTIVE A.1. Conduct research that improves the productivity, profitability and sustainability of row crop, horticulture, biofuel, livestock, and aquatic producers in Mississippi.

Outcome: Extramural funding/Scientist FTE.

Outcome: Scientific Publications/Scientist FTE.

A.1.1. STRATEGY: Develop improved varieties and strains of plants and animals for improved yield, quality, pest resistance, drought resistance, and heat tolerance through conventional breeding and genetic manipulation.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.2. STRATEGY: Exploit the possibilities of precision agriculture and advanced spatial technologies to improve efficiency, profitability, and environmental stewardship.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.3. STRATEGY: Develop, evaluate, and validate technologies and practices for efficient and cost-effective irrigation systems to enhance productivity, profitability, and sustainability of crop production systems.

Output: Number of Scientist FTEs committed to Objective
Output: Scientific Publications
Efficiency: Ratio of Appropriated funds to Extramural Funds
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.4. STRATEGY: Explore the potential for automation in the greenhouse nursery industry in order to increase efficiency, profitability, work safety, and workforce retention.

Output: Number of Scientist FTEs committed to Objective
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.5. STRATEGY: Discover new processing methods that add value to raw products, expanding markets for agricultural commodities and enhancing overall economic prospects of farmers and ranchers.

Output: Number of Scientist FTEs committed to Objective
Output: Scientific Publications
Efficiency: Ratio of Appropriated funds to Extramural Funds
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

OBJECTIVE A.2. Alcorn State University will develop research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele on practices and programs related to protecting natural resources and the environment.

- Outcome:* Percentage change in the number of research or evidence-based practices and educational programs available related to protecting natural resources and the environment
- Outcome:* Percentage increase in the number of landowners, producers, and/or clientele who engage in new farming enterprises.

A.2.1. STRATEGY: Create research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele.

- Output:* Number of research or evidence-based practices and educational programs related to protecting natural resources and the environment adapted and/or developed for implementation
- Efficiency:* The percentage of farmers adopting research or evidence-based practices created by a team of Extension faculty and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time Extension faculty would typically dedicate to program creation or adaptation.
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

A.2.2. STRATEGY: Alcorn State University Agriculture Program will deliver research or evidence-based practices and programs to Mississippi's agricultural producers and stakeholders.

- Output:* Number of programs and events related to the viability of agriculture delivered as a direct teaching exposure.
- Output:* The number of programs and events related to the viability of agriculture delivered as an indirect teaching exposure.
- Output:* The number of producers and stakeholders reached with programs and events related to the viability of agriculture
- Output:* The number of publications related to the viability of agriculture distributed via newsletters, brochures, etc.; mass media; and/or social media.
- Output:* Number of producers and stakeholders reached via publications related to the viability of agriculture. distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* Number of other contacts (e.g., planning, cooperating, facilitating) related to the viability of agriculture.
- Output:* Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to the viability of agriculture.
- Efficiency:* Cost per educational event and/or contact (i.e., client).

Explanatory: While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

GOAL B: Support and sustain an agricultural production system, which protects natural resources & the environment.

OBJECTIVE B.1. Conduct research that enhances environmental stewardship of agricultural production systems while maintaining economic sustainability and profitability.

Outcome: Extramural funding/Scientist FTE.
Outcome: Scientific Publications/Scientist FTE.

B.1.1. STRATEGY: Develop nutrient management plans to meet environmental quality standards.

Output: Number of Scientist FTEs committed to Objective
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.2. STRATEGY: Identify best management practices (BMP's) to meet total maximum daily load (TMDL) standards and prevent non-point source pollution.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.3. STRATEGY: Develop new technologies that enhance water-use efficiency and water quality of agricultural lands.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.4. STRATEGY: Evaluate the effects of global climate change on production agriculture and develop strategies and practices to mitigate and adapt to climate change.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.5. STRATEGY: Develop and promote sustainable agriculture systems (e.g., minimum tillage, integrated pest management, soil health, conservation management systems etc.) to help ensure ecosystems integrity and biodiversity.

B.1.6. STRATEGY: Develop alternative crops and agricultural enterprises to promote economic development and job creation

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.7. STRATEGY: Conduct research that promote rural economic development.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.8. STRATEGY: Develop and promote Community Supported Agricultural Enterprises.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration

B.1.9. STRATEGY: Develop decision support tools that inform production decisions and enhance profitability of agricultural enterprises and businesses.

PROGRAM 2: PUBLIC SERVICE- YEAR TWO: 2028-2029

To achieve the goals and objectives listed for FY 2029, \$1,850,000 in funding will be required.

GOAL A: Support and improve the health and nutritional well-being of the citizens of Mississippi.

OBJECTIVE A.1. Conduct research and deliver educational practices, programs and activities focusing on improving health and well-being, increasing accessibility to highly-nutritious foods, and encouraging healthy dietary choices.

Outcome: Extramural funding/Scientist FTE.
Outcome: Scientific Publications/Scientist FTE.

- Outcome:* Percentage change in the number of research or evidence-based practices and educational programs available related to health and well-being.
- Outcome:* The number of clientele that adopt suggested practices to fit their nutritional and wellness needs.
- Outcome:* The number of clients that reports change in family lifestyles and behaviors to improve health and well-being.

A.1.1. STRATEGY: Conduct human nutrition research that addresses maintenance of optimal health for all population groups, especially those at greater risk for nutrition-related diseases.

- Output:* Number of Scientist FTEs committed to this objective.
- Output:* Scientific Publications.
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
- Output:* The number of individuals and/or families reached by programs and events related to health and well-being.
- Output:* The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being
- Output:* The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being
- Efficiency:* Ratio of Appropriated funds to Extramural Funds
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
- Efficiency:* The cost per educational event and/or contact (i.e., client)
- Explanatory:* Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.2. STRATEGY: Conduct education on the causes of prevention of obesity which has reached epidemic proportions in Mississippi and poses a major health care expense to the state in the future.

- Output:* Number of Scientist FTEs committed to this objective.
- Output:* Scientific Publications.
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
- Output:* The number of individuals and/or families reached by programs and events related to health and well-being.
- Output:* The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.
- Output:* The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.
- Efficiency:* Ratio of Appropriated funds to Extramural Funds.
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
- Efficiency:* The cost per educational event and/or contact (i.e., client).
- Explanatory:* Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.3. STRATEGY: Evaluate the use of foods to prevent diseases (e.g., functional foods) and the production of pharmaceuticals from plants.

- Output:* Number of Scientist FTEs committed to this objective.
- Output:* Scientific Publications.
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client)

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.4 STRATEGY: Adapt or create research based practices and educational programs that will enhance the health and well-being of individuals and families.

Output: Number of Scientist FTEs committed to this objective.

Output: Scientific Publications.

Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.
- Output:* The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.
- Efficiency:* Ratio of Appropriated funds to Extramural Funds.
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
- Efficiency:* The cost per educational event and/or contact (i.e., client)
- Explanatory:* Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

GOAL B: To enhance the knowledge and skills of Mississippi's youth to promote a successful transition to adulthood.

OBJECTIVE B.1 ASU Agriculture Program will develop research-or-evidence based practices and educational programs that address the needs of Mississippi youth.

- Outcome:* Increase the number of research-or-evidence based practices and educational programs available related to positive youth development.

B.1.1 STRATEGY: Adapt/create research based practices and educational programs that address the needs of Mississippi communities and businesses.

- Output:* The number and name of research-or-evidence based practices and educational programs related to positive youth adapted and/or developed for implementation
- Efficiency:* The ASU Extension Program Educational programs will be adapted or created by a team of Extension specialists and educators to be distributed across the Extension program. A team-based approach to program development will limit the amount of time our specialists would typically dedicate to program creation or adaptation.
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE B.2: Youth will develop lifelong learning skills through participation of our positive youth development programs.

- Outcome:* The number of youth that will increase their knowledge in 4-H and Youth Leadership subject-matter areas.
- Outcome:* The number of youth that will enhance their life long skills.
- Outcome:* The number of youth that increased their involvement in 4-H and youth leadership programs, events and activities at the county district, state, and national levels.

B.2.1. STRATEGY: The ASU Extension Program will deliver research –or– evidence-based practices and programs to the youth and volunteers that will work with youth through positive youth development programming.

- Output:* The number and name of programs, events and activities related to positive youth development delivered as a direct teaching exposure.
- Output:* The number and name of programs, events and activities related to positive youth development delivered as an indirect teaching exposure.
- Output:* The number of youth reached by programs, events and activities related to positive development
- Output:* The number of publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of youth reached by publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to positive youth development.
- Output:* The number of individuals/technical assistances (e.g., face- to-face, email, or telephone consultation) contacts related to positive youth development.
- Efficiency:* The cost per educational event and/or contact (i.e., client).
- Explanatory:* Demonstrating program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

B.2.2. STRATEGY: Provide Science, Technology, Engineering, and Mathematics (STEM) related outreach activities to students and teachers from local schools.

- Output:* Attract a significant number of students into STEM fields at an early age.
- Efficiency:* This program is very effective in increasing student enrollment.
- Explanatory:* Advanced Technologies Department is equipped with facilities and faculty members within the STEM areas.

B.2.3. STRATEGY: Staff will evaluate the impact of educational programs related to positive youth development.

- Output:* The number and name of programs, events or activities related to positive youth development will be evaluated using the approved evaluation instrument.
- Efficiency:* The effective use of an evaluation instrument will decrease undue hardship of Extension professional demonstrating the impact of their efforts.
- Efficiency:* The use of an effective instrument will allow data aggregation of variant locations to demonstrate collective impact.

PROGRAM 1: RESEARCH YEAR THREE: 2029-2030

To achieve the goals and objectives listed for FY 2030, \$1,710,000 in funding will be required.

GOAL A: Support and sustain an agricultural production system that is highly competitive in the global economy.

OBJECTIVE A.1. Conduct research that improves the productivity, profitability and sustainability of row crop, horticulture, biofuel, livestock, and aquatic producers in Mississippi.

Outcome: Extramural funding/Scientist FTE.

Outcome: Scientific Publications/Scientist FTE.

A.1.1. STRATEGY: Develop improved varieties and strains of plants and animals for improved yield, quality, pest resistance, drought resistance, and heat tolerance through conventional breeding and genetic manipulation.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.2. STRATEGY: Exploit the possibilities of precision agriculture and advanced spatial technologies to improve efficiency, profitability, and environmental stewardship.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.3. STRATEGY: Develop, evaluate, and validate technologies and practices for efficient and cost-effective irrigation systems to enhance productivity, profitability, and sustainability of crop production systems.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.4. STRATEGY: Explore the potential for automation in the greenhouse nursery industry in order to increase efficiency, profitability, work safety, and workforce retention.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.5. STRATEGY: Discover new processing methods that add value to raw products, expanding markets for agricultural commodities and enhancing overall economic prospects of farmers.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

OBJECTIVE A.2. Alcorn State University will develop research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele on practices and programs related to protecting natural resources and the environment.

Outcome: Percentage change in the number of research or evidence-based practices and educational programs available related to protecting natural resources and the environment
Outcome: Percentage increase in the number of landowners, producers, and/or clientele who engage in new farming enterprises

A.2.1. STRATEGY: Create research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele.

Output: Number of research or evidence-based practices and educational programs related to protecting natural resources and the environment adapted and/or developed for implementation.
Efficiency: The percentage of farmers adopting research or evidence-based practices created by a team of Extension faculty and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time Extension faculty would typically dedicate to program creation or adaptation.
Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

A.2.2. STRATEGY: Alcorn State University Agriculture Program will deliver research or evidence-based practices and programs to Mississippi's agricultural producers and stakeholders.

Output: Number of programs and events related to the viability of agriculture delivered as a direct teaching exposure.

<i>Output:</i>	The number of programs and events related to the viability of agriculture delivered as an indirect teaching exposure.
<i>Output:</i>	The number of producers and stakeholders reached with programs and events related to the viability of agriculture.
<i>Output:</i>	The number of publications related to the viability of agriculture distributed via newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	Number of producers and stakeholders reached via publications related to the viability of agriculture distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	Number of other contacts (e.g., planning, cooperating, facilitating) related to the viability of agriculture.
<i>Output:</i>	Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to the viability of agriculture.
<i>Efficiency:</i>	Cost per educational event and/or contact (i.e., client).
<i>Explanatory:</i>	While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

GOAL B: Support and sustain an agricultural production system which protects natural resources & the environment.

OBJECTIVE B.1. Conduct research that enhances environmental stewardship of agricultural production systems while maintaining economic sustainability and profitability.

<i>Outcome:</i>	Extramural funding/Scientist FTE.
<i>Outcome:</i>	Scientific Publications/Scientist FTE.

B.1.1. STRATEGY: Develop nutrient management plans to meet environmental quality standards.

<i>Output:</i>	Number of Scientist FTEs committed to Objective.
<i>Output:</i>	Scientific Publications.
<i>Efficiency:</i>	Ratio of Appropriated funds to Extramural Funds.
<i>Explanatory:</i>	Reduction of federal funding of research grants due to federal sequestration.

B.1.2. STRATEGY: Identify best management practices (BMP's) to meet total maximum daily load (TMDL) standards and prevent non-point source pollution.

<i>Output:</i>	Number of Scientist FTEs committed to Objective.
<i>Output:</i>	Scientific Publications.
<i>Efficiency:</i>	Ratio of Appropriated funds to Extramural Funds.
<i>Explanatory:</i>	Reduction of federal funding of research grants due to federal sequestration.

B.1.3. STRATEGY: Develop new technologies that enhance water-use efficiency and water quality of agricultural lands.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.4. STRATEGY: Evaluate the effects of global climate change on production agriculture and develop strategies and practices to mitigate and adapt to climate change.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.5. STRATEGY: Develop and promote sustainable agriculture systems (e.g., minimum tillage, integrated pest management, soil health, conservation management systems etc.,) to help ensure ecosystems integrity and biodiversity.

B.1.6. STRATEGY: Develop alternative crops and agricultural enterprises to promote economic development and job creation.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.7. STRATEGY: Conduct research that promote rural economic development.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.8. STRATEGY: Develop and promote Community Supported Agricultural Enterprises.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.9. STRATEGY: Develop decision support tools that inform production decisions and enhance profitability of agricultural enterprises and businesses.

PROGRAM 2: PUBLIC SERVICE- YEAR THREE: 2029-2030

To achieve the goals and objectives listed for FY 2030, \$1,590,000 in funding will be required.

GOAL A: Support and improve the health and nutritional well-being of the citizens of Mississippi.

OBJECTIVE A.1. Conduct research and deliver educational practices, programs and activities focusing on improving health and well-being, increasing accessibility to highly-nutritious foods, and encouraging healthy dietary choices.

- Outcome:* Extramural funding/Scientist FTE.
- Outcome:* Scientific Publications/Scientist FTE.
- Outcome:* Percentage change in the number of research or evidence-based practices and educational programs available related to health and well-being.
- Outcome:* The number of clientele that adopt suggested practices to fit their nutritional and wellness needs.
- Outcome:* The number of clients that reports change in family lifestyles and behaviors to improve health and well-being.

A.1.1. STRATEGY: Conduct human nutrition research that addresses maintenance of optimal health for all population groups, especially those at greater risk for nutrition-related diseases.

- Output:* Number of Scientist FTEs committed to this objective.
- Output:* Scientific Publications.
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
- Output:* The number of individuals and/or families reached by programs and events related to health and well-being.
- Output:* The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.2. STRATEGY: Conduct education on the causes of prevention of obesity which has reached epidemic proportions in Mississippi and poses a major health care expense to the state in the future.

Output: Number of Scientist FTEs committed to this objective.

Output: Scientific Publications.

Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.3. STRATEGY: Evaluate the use of foods to prevent diseases (e.g., functional foods) and the production of pharmaceuticals from plants.

Output: Number of Scientist FTEs committed to this objective.

Output: Scientific Publications.

Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.4 STRATEGY: Adapt or create research based practices and educational programs that enhance the health and well-being of individuals and families.

Output: Number of Scientist FTEs committed to this objective.

Output: Scientific Publications.

Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
<i>Output:</i>	The number of individuals and/or families reached by programs and events related to health and well-being.
<i>Output:</i>	The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of individuals and/or families reached by reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.
<i>Output:</i>	The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.
<i>Efficiency:</i>	Ratio of Appropriated funds to Extramural Funds.
<i>Explanatory:</i>	In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
<i>Efficiency:</i>	The cost per educational event and/or contact (i.e., client)
<i>Explanatory:</i>	Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

GOAL B: To enhance the knowledge and skills of Mississippi's youth to promote a successful transition to adulthood

OBJECTIVE B.1 ASU Agriculture Program will develop research-or-evidence based practices and educational programs that address the needs of Mississippi youth.

Outcome: Increase the number of research-or-evidence based practices and educational programs available related to positive youth development.

B.1.1 STRATEGY: Adapt/create research based practices and educational programs that address the needs of Mississippi communities and businesses.

Output: The number and name of research-or-evidence based practices and educational programs related to positive youth adapted and/or developed for implementation.

Efficiency: ASU Extension Program Educational programs will be adapted or created by a team of Extension specialists and educators to be distributed across the Extension program. A team-based approach to program development will limit the amount of time our specialists would typically dedicate to program creation or adaptation.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE B.2: Youth will develop lifelong learning skills through participation our positive youth development programs.

Outcome: The number of youth that will increase their knowledge in 4-H and Youth Leadership subject-matter areas.

Outcome: The number of youth that will enhance their life long skills.

Outcome: The number of youth that increased their involvement in 4-H and youth leadership programs, events and activities at the county district, state, and national levels.

B.2.1. STRATEGY: ASU Extension Program will deliver research –or– evidence-based practices and programs to the youth and volunteers that will work with youth through positive youth development programming.

Output: The number and name of programs, events and activities related to positive youth development delivered as a direct teaching exposure.

Output: The number and name of programs, events and activities related to positive youth development delivered as an indirect teaching exposure.

Output: The number of youth reached by programs, events and activities related to positive development.

Output: The number of publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of youth reached by publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to positive youth development.

Output: The number of individuals/technical assistances (e.g., face-to-face, email, or telephone consultation) contacts related to positive youth development.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstrating program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

B.2.2. STRATEGY: Provide Science, Technology, Engineering, and Mathematics (STEM) related outreach activities to students and teachers from local schools.

Output: Attract a significant number of students into STEM fields at an early age.

Efficiency: This program is very effective in increasing student enrollment.

Explanatory: Advanced Technologies Department is equipped with facilities and faculty members within the STEM areas.

B.2.3. STRATEGY: Staff will evaluate the impact of educational programs related to positive youth development.

Output: The number and name of programs, events or activities related to positive youth development will be evaluated using the approved evaluation instrument.

Efficiency: The effective use of an evaluation instrument will decrease undue hardship of Extension professional demonstrating the impact of their efforts.

Efficiency: The use of an effective instrument will allow data aggregation of variant locations to demonstrate collective impact.

PROGRAM 1: RESEARCH YEAR FOUR: 2030-2031

To achieve the goals and objectives listed for FY 2031, \$1,370,000 in funding will be required.

GOAL A: Support and sustain an agricultural production system that is highly competitive in the global economy.

OBJECTIVE A.1.Conduct research that improves the productivity, profitability and sustainability of row crop, horticulture, biofuel, livestock, and aquatic producers in Mississippi.

Outcome: Extramural funding/Scientist FTE.

Outcome: Scientific Publications/Scientist FTE.

A.1.1. STRATEGY: Develop improved varieties and strains of plants and animals for improved yield, quality, pest resistance, drought resistance, and heat tolerance through conventional breeding and genetic manipulation.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.2. STRATEGY: Exploit the possibilities of precision agriculture and advanced spatial technologies to improve efficiency, profitability, and environmental stewardship.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.3. STRATEGY: Develop, evaluate, and validate technologies and practices for efficient and cost-effective irrigation systems to enhance productivity, profitability, and sustainability of crop production systems.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.4. STRATEGY: Explore the potential for automation in the greenhouse nursery industry in order to increase efficiency, profitability, work safety, and workforce retention.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.5. STRATEGY: Discover new processing methods that add value to raw products, expanding markets for agricultural commodities and enhancing overall economic prospects of farmers and ranchers.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

OBJECTIVE A.2. Alcorn State University will develop research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele on practices and programs related to protecting natural resources and the environment.

Outcome: Percentage change in the number of research or evidence-based practices and educational programs available related to protecting natural resources and the environment.
Outcome: Percentage increase in the number of landowners, producers, and/or clientele who engage in new farming enterprises.

A.2.1. STRATEGY: Create research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele.

Output: Number of research or evidence-based practices and educational programs related to protecting natural resources and the environment adapted and/or developed for implementation.
Efficiency: The percentage of farmers adopting research or evidence-based practices created by a team of Extension faculty and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time Extension faculty would typically dedicate to program creation or adaptation.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

A.2.2. STRATEGY: Alcorn State University Agriculture Program will deliver research or evidence-based practices and programs to Mississippi's agricultural producers and stakeholders.

Output: Number of programs and events related to the viability of agriculture delivered as a direct teaching exposure.

Output: The number of programs and events related to the viability of agriculture delivered as an indirect teaching exposure.

Output: The number of producers and stakeholders reached with programs and events related to the viability of agriculture.

Output: The number of publications related to the viability of agriculture distributed via newsletters, brochures, etc.; mass media; and/or social media.

Output: Number of producers and stakeholders reached via publications related to the viability of agriculture distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: Number of other contacts (e.g., planning, cooperating, facilitating) related to the viability of agriculture.

Output: Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to the viability of agriculture.

Efficiency: Cost per educational event and/or contact (i.e., client)

Explanatory: While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

GOAL B: Support and sustain an agricultural production system, which protects natural resources & the environment.

OBJECTIVE B .1. Conduct research that enhances environmental stewardship of agricultural production systems while maintaining economic sustainability and profitability.

Outcome: Extramural funding/Scientist FTE.

Outcome: Scientific Publications/Scientist FTE.

B .1.1. STRATEGY: Develop nutrient management plans to meet environmental quality standards.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.2. STRATEGY: Identify best management practices (BMP's) to meet total maximum daily load (TMDL) standards and prevent non-point source pollution.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.3. STRATEGY: Develop new technologies that enhance water-use efficiency and water quality of agricultural lands.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.4. STRATEGY: Evaluate the effects of global climate change on production agriculture and develop strategies and practices to mitigate and adapt to climate change.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.5. STRATEGY: Develop and promote sustainable agriculture systems (e.g., minimum tillage, integrated pest management, soil health, conservation management systems etc.) to help ensure ecosystems integrity and biodiversity.

B.1.6. STRATEGY: Develop alternative crops and agricultural enterprises to promote economic development and job creation.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.7. STRATEGY: Conduct research that promote rural economic development.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.8. STRATEGY: Develop and promote Community Supported Agricultural Enterprises.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.9. STRATEGY: Develop decision support tools that inform production decisions and enhance profitability of agricultural enterprises and businesses.

PROGRAM 2: PUBLIC SERVICE- YEAR FOUR: 2030-2031

To achieve the goals and objectives listed for FY 2031, \$1,650,000 in funding will be required.

GOAL A: Support and improve the health and nutritional well-being of the citizens of Mississippi.

OBJECTIVE A.1. Conduct research and deliver educational practices, programs and activities focusing on improving health and well-being, increasing accessibility to highly-nutritious foods, and encouraging healthy dietary choices.

Outcome: Extramural funding/Scientist FTE.
Outcome: Scientific Publications/Scientist FTE.
Outcome: Percentage change in the number of research or evidence-based practices and educational programs available related to health and well-being.
Outcome: The number of clientele that adopt suggested practices to fit their nutritional and wellness needs.
Outcome: The number of clients that reports change in family lifestyles and behaviors to improve health and well-being.

A.1.1. STRATEGY: Conduct human nutrition research that addresses maintenance of optimal health for all population groups, especially those at greater risk for nutrition-related diseases.

Output: Number of Scientist FTEs committed to this objective.
Output: Scientific Publications.
Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
Output: The number of individuals and/or families reached by programs and events related to health and well-being.

<i>Output:</i>	The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.
<i>Output:</i>	The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.
<i>Efficiency:</i>	Ratio of Appropriated funds to Extramural Funds.
<i>Explanatory:</i>	In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
<i>Efficiency:</i>	The cost per educational event and/or contact (i.e., client).
<i>Explanatory:</i>	Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.2. STRATEGY: Conduct education on the causes of prevention of obesity which has reached epidemic proportions in Mississippi and poses a major health care expense to the state in the future.

<i>Output:</i>	Number of Scientist FTEs committed to this objective.
<i>Output:</i>	Scientific Publications.
<i>Output:</i>	Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
<i>Output:</i>	The number of individuals and/or families reached by programs and events related to health and well-being.
<i>Output:</i>	The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.
<i>Output:</i>	The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).
Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.3. STRATEGY: Evaluate the use of foods to prevent diseases (e.g., functional foods) and the production of pharmaceuticals from plants.

Output: Number of Scientist FTEs committed to this objective.
Output: Scientific Publications.
Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).
Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.4 STRATEGY: Adapt or create research based practices and educational programs that enhance the health and well-being of individuals and families.

<i>Output:</i>	Number of Scientist FTEs committed to this objective.
<i>Output:</i>	Scientific Publications.
<i>Output:</i>	Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
<i>Output:</i>	The number of individuals and/or families reached by programs and events related to health and well-being.
<i>Output:</i>	The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of individuals and/or families reached by reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.
<i>Output:</i>	The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.
<i>Efficiency:</i>	Ratio of Appropriated funds to Extramural Funds.
<i>Explanatory:</i>	In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
<i>Efficiency:</i>	The cost per educational event and/or contact (i.e., client).
<i>Explanatory:</i>	Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

GOAL B: To enhance the knowledge and skills of Mississippi's youth to promote a successful transition to adulthood.

OBJECTIVE B.1 ASU Agriculture Program will develop research-or-evidence based practices and educational programs that address the needs of Mississippi youth.

Outcome: Increase the number of research-or-evidence based practices and educational programs available related to positive youth development.

B.1.1 STRATEGY: Adapt/create research based practices and educational programs that address the needs of Mississippi communities and businesses.

- Output:* The number and name of research-or-evidence based practices and educational programs related to positive youth adapted and/or developed for implementation.
- Efficiency:* The ASU Extension Program Educational programs will be adapted or created by a team of Extension specialists and educators to be distributed across the Extension program. A team-based approach to program development will limit the amount of time our specialists would typically dedicate to program creation or adaptation.
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE B.2: Youth will develop lifelong learning skills through participation our positive youth development programs.

- Outcome:* The number of youth that will increase their knowledge in 4-H and Youth Leadership subject-matter areas
- Outcome:* The number of youth that will enhance their life long skills
- Outcome:* The number of youth that increased their involvement in 4-H and youth leadership programs, events and activities at the county district, state, and national levels

B.2.1. STRATEGY: The ASU Extension Program will deliver research or evidence-based practices and programs to the youth and volunteers that will work with youth through positive youth development programming.

- Output:* The number and name of programs, events and activities related to positive youth development delivered as a direct teaching exposure.
- Output:* The number and name of programs, events and activities related to positive youth development delivered as an indirect teaching exposure.
- Output:* The number of youth reached by programs, events and activities related to positive development.
- Output:* The number of publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of youth reached by publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to positive youth development.
- Output:* The number of individuals/technical assistances (e.g., face-to-face, email, or telephone consultation) contacts related to positive youth development.
- Efficiency:* The cost per educational event and/or contact (i.e., client).
- Explanatory:* Demonstrating program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

B.2.2. STRATEGY: Provide Science, Technology, Engineering, and Mathematics (STEM) related outreach activities to students and teachers from local schools.

Output: Attract a significant number of students into STEM fields at an early age.

Efficiency: This program is very effective in increasing student enrollment.

Explanatory: Advanced Technologies Department is equipped with facilities and faculty members within the STEM areas.

B.2.3. STRATEGY: Staff will evaluate the impact of educational programs related to positive youth development.

Output: The number and name of programs, events or activities related to positive youth development will be evaluated using the approved evaluation instrument.

Efficiency: The effective use of an evaluation instrument will decrease undue hardship of Extension professional demonstrating the impact of their efforts.

Efficiency: The use of an effective instrument will allow data aggregation of variant locations to demonstrate collective impact.

PROGRAM 1: RESEARCH YEAR FIVE: 2031-2032

To achieve the goals and objectives listed for FY 2032, \$1,970,000 in funding will be required.

GOAL A: Support and sustain an agricultural production system that is highly competitive in the global economy.

OBJECTIVE A.1. Conduct research that improves the productivity, profitability and sustainability of row crop, horticulture, biofuel, livestock, and aquatic producers in Mississippi.

Outcome: Extramural funding/Scientist FTE.

Outcome: Scientific Publications/Scientist FTE.

A.1.1. STRATEGY: Develop improved varieties and strains of plants and animals for improved yield, quality, pest resistance, drought resistance, and heat tolerance through conventional breeding and genetic manipulation.

Output: Number of Scientist FTEs committed to Objective.

Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.2. STRATEGY: Exploit the possibilities of precision agriculture and advanced spatial technologies to improve efficiency, profitability, and environmental stewardship.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.3. STRATEGY: Develop, evaluate, and validate technologies and practices for efficient and cost-effective irrigation systems to enhance productivity, profitability, and sustainability of crop production systems.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.4. STRATEGY: Explore the potential for automation in the greenhouse nursery industry in order to increase efficiency, profitability, work safety, and workforce retention.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

A.1.5. STRATEGY: Discover new processing methods that add value to raw products, expanding markets for agricultural commodities and enhancing overall economic prospects of farmers and ranchers.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

OBJECTIVE A.2. Alcorn State University will develop research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele on practices and programs related to protecting natural resources and the environment.

Outcome: Percentage change in the number of research or evidence-based practices and educational programs available related to protecting natural resources and the environment.
Outcome: Percentage increase in the number of landowners, producers, and/or clientele who engage in new farming enterprises.

A.2.1. STRATEGY: Create research-or-evidence based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele.

- Output:* Number of research or evidence-based practices and educational programs related to protecting natural resources and the environment adapted and/or developed for implementation.
- Efficiency:* The percentage of farmers adopting research or evidence-based practices created by a team of Extension faculty and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time Extension faculty would typically dedicate to program creation or adaptation.
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

A.2.2. STRATEGY: Alcorn State University Agriculture Program will deliver research or evidence-based practices and programs to Mississippi's agricultural producers and stakeholders.

- Output:* Number of programs and events related to the viability of agriculture delivered as a direct teaching exposure
- Output:* The number of programs and events related to the viability of agriculture delivered as an indirect teaching exposure
- Output:* The number of producers and stakeholders reached with programs and events related to the viability of agriculture
- Output:* The number of publications related to the viability of agriculture distributed via newsletters, brochures, etc.; mass media; and/or social media
- Output:* Number of producers and stakeholders reached via publications related to the viability of agriculture distributed through newsletters, brochures, etc.; mass media; and/or social media
- Output:* Number of other contacts (e.g., planning, cooperating, facilitating) related to the viability of agriculture
- Output:* Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to the viability of agriculture
- Efficiency:* Cost per educational event and/or contact (i.e., client)
- Explanatory:* While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

GOAL B: Support and sustain an agricultural production system, which protects natural resources & the environment.

OBJECTIVE B .1 Conduct research that enhances environmental stewardship of agricultural production systems while maintaining economic sustainability and profitability.

Outcome: Extramural funding/Scientist FTE.
Outcome: Scientific Publications/Scientist FTE.

B.1.1. STRATEGY: Develop nutrient management plans to meet environmental quality standards.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.2. STRATEGY: Identify best management practices (BMP's) to meet total maximum daily load (TMDL) standards and prevent non-point source pollution.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.3. STRATEGY: Develop new technologies that enhance water-use efficiency and water quality of agricultural lands.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.4. STRATEGY: Evaluate the effects of global climate change on production agriculture and develop strategies and practices to mitigate and adapt to climate change.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.5. STRATEGY: Develop and promote sustainable agriculture systems (e.g., minimum tillage, integrated pest management, soil health, conservation management systems etc.) to help ensure ecosystems integrity and biodiversity.

B.1.6. STRATEGY: Develop alternative crops and agricultural enterprises to promote economic development and job creation.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.

Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.7. STRATEGY: Conduct research that promote rural economic development.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.8. STRATEGY: Develop and promote Community Supported Agricultural Enterprises.

Output: Number of Scientist FTEs committed to Objective.
Output: Scientific Publications.
Efficiency: Ratio of Appropriated funds to Extramural Funds.
Explanatory: Reduction of federal funding of research grants due to federal sequestration.

B.1.9. STRATEGY: Develop decision support tools that inform production decisions and enhance profitability of agricultural enterprises and businesses.

PROGRAM 2: PUBLIC SERVICE- YEAR FIVE: 2031-2032

To achieve the goals and objectives listed for FY 2032, \$1,570,000 in funding will be required.

GOAL A: Support and improve the health and nutritional well-being of the citizens of Mississippi.

OBJECTIVE A.1. Conduct research and deliver educational practices, programs and activities focusing on improving health and well-being, increasing accessibility to highly-nutritious foods, and encouraging healthy dietary choices.

Outcome: Extramural funding/Scientist FTE.
Outcome: Scientific Publications/Scientist FTE.
Outcome: Percentage change in the number of research or evidence-based practices and educational programs available related to health and well-being.
Outcome: The number of clientele that adopt suggested practices to fit their nutritional and wellness needs.
Outcome: The number of clients that reports change in family lifestyles and behaviors to improve health and well-being.

A.1.1. STRATEGY: Conduct human nutrition research that addresses maintenance of optimal health for all population groups, especially those at greater risk for nutrition-related diseases.

- Output:* Number of Scientist FTEs committed to this objective.
- Output:* Scientific Publications.
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
- Output:* The number of individuals and/or families reached by programs and events related to health and well-being.
- Output:* The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- Output:* The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.
- Output:* The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.
- Efficiency:* Ratio of Appropriated funds to Extramural Funds.
- Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
- Efficiency:* The cost per educational event and/or contact (i.e., client)
- Explanatory:* Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.2. STRATEGY: Conduct education on the causes of prevention of obesity which has reached epidemic proportions in Mississippi and poses a major health care expense to the state in the future.

- Output:* Number of Scientist FTEs committed to this objective.
- Output:* Scientific Publications.
- Output:* Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- Output:* The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
<i>Output:</i>	The number of individuals and/or families reached by programs and events related to health and well-being.
<i>Output:</i>	The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
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<i>Output:</i>	The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being
<i>Output:</i>	The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.
<i>Efficiency:</i>	Ratio of Appropriated funds to Extramural Funds.
<i>Explanatory:</i>	In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.
<i>Efficiency:</i>	The cost per educational event and/or contact (i.e., client).
<i>Explanatory:</i>	Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.3. STRATEGY: Evaluate the use of foods to prevent diseases (e.g. functional foods) and the production of pharmaceuticals from plants.

<i>Output:</i>	Number of Scientist FTEs committed to this objective.
<i>Output:</i>	Scientific Publications.
<i>Output:</i>	Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
<i>Output:</i>	The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
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<i>Output:</i>	The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
<i>Output:</i>	The number of individuals and/or families reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

A.1.4 STRATEGY: Adapt or create research based practices and educational programs that enhance the health and well-being of individuals and families.

Output: Number of Scientist FTEs committed to this objective.

Output: Scientific Publications.

Output: Number of research based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.

Output: The number of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.

Output: The number of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.

Output: The number of individuals and/or families reached by programs and events related to health and well-being.

Output: The number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of individuals and/or families reached by reached by publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being.

Output: The number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being.

Efficiency: Ratio of Appropriated funds to Extramural Funds.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstration of program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

GOAL B: To enhance the knowledge and skills of Mississippi's youth to promote a successful transition to adulthood

OBJECTIVE B.1 ASU Agriculture Program will develop research-or-evidence based practices and educational programs that address the needs of Mississippi youth.

Outcome: Increase the number of research-or-evidence based practices and educational programs available related to positive youth development.

B.1.1 STRATEGY: Adapt/create research based practices and educational programs that address the needs of Mississippi communities and businesses.

Output: The number and name of research-or-evidence based practices and educational programs related to positive youth adapted and/or developed for implementation

Efficiency: The ASU Extension Program Educational programs will be adapted or created by a team of Extension specialists and educators to be distributed across the Extension program. A team-based approach to program development will limit the amount of time our specialists would typically dedicate to program creation or adaptation.

Explanatory: In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE B.2: Youth will develop lifelong learning skills through participation our positive youth development programs.

Outcome: The number of youth that will increase their knowledge in 4-H and Youth Leadership subject-matter areas.

Outcome: The number of youth that will enhance their life long skills.

Outcome: The number of youth that increased their involvement in 4-H and youth leadership programs, events and activities at the county district, state, and national levels.

B.2.1. STRATEGY: The ASU Extension Program will deliver research or evidence-based practices and programs to the youth and volunteers that will work with youth through positive youth development programming.

Output: The number and name of programs, events and activities related to positive youth development delivered as a direct teaching exposure.

Output: The number and name of programs, events and activities related to positive youth development delivered as an indirect teaching exposure.

Output: The number of youth reached by programs, events and activities related to positive development.

Output: The number of publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of youth reached by publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.

Output: The number of other contacts (e.g., planning, cooperating, facilitating) related to positive youth development.

Output: The number of individuals/technical assistances (e.g., face-to-face, email, or telephone consultation) contacts related to positive youth development.

Efficiency: The cost per educational event and/or contact (i.e., client).

Explanatory: Demonstrating program impact is becoming increasingly important to funding agencies; cost per educational contact remains a standard measure of efficiency.

B.2.2. STRATEGY: Provide Science, Technology, Engineering, and Mathematics (STEM) related outreach activities to students and teachers from local schools

Output: Attract a significant number of students into STEM fields at an early age.

Efficiency: This program is very effective in increasing student enrollment.

Explanatory: Advanced Technologies Department is equipped with facilities and faculty members within the STEM areas.

B.2.3. STRATEGY: Staff will evaluate the impact of educational programs related to positive youth development.

Output: The number and name of programs, events or activities related to positive youth development will be evaluated using the approved evaluation instrument.

Efficiency: The effective use of an evaluation instrument will decrease undue hardship of Extension professional demonstrating the impact of their efforts.

Efficiency: The use of an effective instrument will allow data aggregation of variant locations to demonstrate collective impact.

DELTA STATE UNIVERSITY



FY 2027 – FY 2031 Strategic Plan LBO Number 262-00

Submitted to the
Board of Trustees of State Institutions of Higher Learning
July 2026

1. Comprehensive Mission Statement, Vision Statement and Statement of Ethics

Comprehensive Mission Statement

The mission of Delta State University is to offer exceptional programs and opportunities that are current, innovative, and responsive to the diverse needs of those it serves. The University provides experiences that cultivate intellectual growth and individual enrichment to develop productive members of local, regional, and global communities. Approved by IHL, June 20, 2024

Vision Statement

Students at Delta State University will learn and grow in an environment that fosters discovery and creativity. The institution intends to be the best regional university in America as it combines a heritage of academic strength with a robust commitment to serving people and communities, particularly in the Mississippi Delta

Statement of Ethics

Delta State University is a community of individuals – faculty, staff, and students – recognizing the institution’s mission and dedicated to its fulfillment. To that end, each member of the community pledges his/her best effort. Integrity, civility, accountability, and a commitment to excellence govern behavior. Compliance with applicable laws, regulations, and policies is expected and accepted as the standard for the community.

2. PHILOSOPHY AND GUIDING PRINCIPLES

Commitment to Quality in Academic Programs

Acknowledging its beginnings as a teacher’s college, the University sustains excellence in teacher education while also continuing to expand offerings in traditional as well as new areas of study. From the core disciplines such as arts, humanities, and sciences to unique programs such as commercial aviation and community development, the University is committed to meeting the ever-changing and evolving needs of the students it serves. It sustains quality in those programs by maintaining accreditation of all programs for which an accrediting agency exists.

Commitment to Learning, Scholarship, & Student Engagement

Delta State provides programs that cultivate intellectual curiosity and promote scholarship among its students. Through a state-of-the-art library supplemented by a campus network of computer labs, students have access to a full range of information resources in support of learning. The University also acknowledges the importance of student engagement as central to successful learning. Toward that end, the University has dedicated its quality enhancement plan as required for regional accreditation to increased student engagement. In support of community engagement and service learning experiences for students, the University has created an office and a faculty role to sustain those efforts.

Support for the Arts

Delta State recognizes the need for a vibrant creative and performing arts program for its students and the region. Jobe Hall provides a state-of-the-art theatre facility for student productions. Through the Bologna Performing Arts Center, the Delta Music Institute, the Janice Wyatt Summer Arts Institute, and a partnership with the Delta Arts Alliance, the University ensures the preservation and enhancement of the arts throughout the region.

Encouragement of Innovation & Experimentation

Delta State endorses the principles of innovation and experimentation, and makes them a part of its institutional culture. The University acknowledges the importance of an environment where students and faculty can undertake risks and experiment with new ideas.

Respect for People & Ideas

Delta State promotes mutual respect, teamwork, fairness, and integrity. The University is diligent in working to create a climate where students, employees, and constituents are valued and nurtured. Through an ongoing re-engineering project, the University converts these principles into action.

Commitment to a Student-Centered Campus

Delta State promotes a campus culture that fosters student development. From an array of student services to a nationally recognized athletic program, the University is dedicated to ensuring that the full range of student needs and interests are met.

Commitment to Institutional Effectiveness

Delta State acknowledges its role as a public institution funded largely by the citizens of Mississippi. In recognition of that public trust, the University is committed to high standards of excellence with appropriate emphasis on effectiveness and productivity.

Commitment to Regional & Economic Development

Delta State, in partnership with various organizations, will advance community and economic development in the Delta region to improve the quality of life and raise the educational level of its citizens. Special attention is given to collaboration with our educational partners: Mississippi Valley State University, Coahoma Community College, Mississippi Delta Community College, the Mississippi Department of Education, and the K-12 schools of the Delta. Moreover, the Delta Center for Culture and Learning, the Capps Archives, the Center for Business Research, and the Center for Community and Economic Development provide a structure to ensure University participation in promoting and celebrating the unique heritage of the Delta while also addressing the longstanding social, economic, and cultural challenges that inhibit advancement.

Commitment to Health

Delta State acknowledges the importance of physical health for its students and the region and extends its resources in support of that goal. Through undergraduate and graduate programs in nursing and pre-professional programs in the sciences, the University provides health care practitioners to serve the State. The University works as the leading partner in the Delta Health Alliance, a collaborative effort with other Delta stakeholders that conducts research and provides education on the health care needs of the region.

Commitment to Teaching & Faculty Development

The quality of Delta State's academic programs is central to its educational mission. That quality is affirmed through a dedicated faculty with credentials appropriate to their discipline. The University supports high standards of quality among its faculty and maintains those standards through the Technology Learning Center, a modern faculty development office dedicated to the application of technology to teaching, and through the Kent and Janice Wyatt Faculty Development Program, a University Foundation initiative that provides resources for faculty growth.

Commitment to Leadership

Delta State is actively involved in providing programs that train leaders for the twenty-first century. Through partnerships with the Kellogg Foundation, Delta Council, the Delta Regional Authority, and other Delta organizations committed to advancement in the region, the University is confident it can make a difference in the quality and training of the leaders who will serve on behalf of future generations.

3. RELEVANT STATEWIDE BENCHMARKS

Delta State University has identified the following statewide benchmarks to monitor its success. Many of these are outside the direct control of the university.

1. Average ACT score of entering freshmen.

Data: 20.4 (Fall 2024)

Source: IHL, Fall 2024-25 Fast Facts

Notes: The average ACT of entering freshmen is a reflection of the academic preparedness of high school students entering Delta State University. This average can be increased through higher admission standards but accessibility would be compromised at some universities.

2. Number and percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both. (Fall 2019)

Data:	<u>Students</u>	<u>Percentage</u>
Entering Freshmen (Fall 2024) 217		
Math Only	40	18.4%
English/Reading Only	33	15.2%
Both Math & English	42	19.4%
Overall Total	115	53.0%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Notes: The number and percentages of entering students requiring remedial education reflect the academic preparedness of high school students entering Mississippi’s public universities. These figures can be decreased through higher admission standards but accessibility would be compromised at some universities.

3. Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.

Data: 86.6% (Fall 2024) Degree Book

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

4. Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within 2 years.

Data: 90.7% (Fall 2024) Degree Book

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Student Progress

5. First-year retention rate (from fall to fall) for entering full-time freshmen.

Data: 66.7% (Fall 2023 full-time freshmen returning in Fall 2024)

Source: IPEDS Data System

6. Percentage of full-time students completing 24 credit hours within one academic year. (Fall 2024)

Data: 78.0%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

7. Percentage of part-time students completing 12 credit hours within one academic year. (Fall 2024)

Data: 25.4%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Student Graduation Rates

8. Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.

Data: 25.8 (AY2025 undergraduate degrees with 4-year average of 12-month FTE enrollment from IPEDS)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

9. Student graduation rates (first-time freshmen cohort students graduating within 4 years, first-time freshmen cohort students graduating within 6 years, first-time full-time freshmen cohort students graduating within 8 years)

Data:	<u>Students</u>	<u>Percentage</u>
Full-Time Freshmen (Fall 2016)343		
Graduating within 4 Years	101	29.4%
Graduating within 6 Years	159	46.4%
Graduating within 8 Years (Fall 2014)	162	47.2%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile Note: Four-year and Six-year rates use the Fall 2016 cohort. Eight-year rates uses the Fall 2014 cohort.

10. Number and percentage of degrees awarded to adult learners who enter college for the first time at age 23 or older.

Data:	<u>Students</u>	<u>Percentage</u>
Full-Time Adult Learners* (Fall 2016)	2	

Graduating within 4 Years	0	0.0%
Graduating within 6 Years	0	0.0%
Graduating within 8 Years	0	0.0%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Full-time entering freshmen who are 23 and older represent a small percentage of IHL's total entering freshmen.

11. Percentage of state's population age 25 years and over with a bachelor's degree or higher

Data: 25.1% (Population Age 25 and Over)

Source: U. S. Census ACS 5-year estimates (2020-2024).

Notes: This benchmark is more appropriate as a statewide goal. Mississippi's public universities endorse any effort to raise the educational attainment of the state's citizenry. However, this metric is dependent on many variables that extend beyond the control of Mississippi's public universities.

Graduates in High-Need Disciplines

12. Number of graduates in high-need disciplines (i.e. science, technology, engineering, math, Education, and nursing) by discipline.

Data:	<u>High-Need Discipline</u>	<u>Undergraduate Degrees</u>
	STEM	53
	Education (including non-teaching)	87
	Health (including Nursing)	47

Source: IHL, AY2025 Degree Book, 5-Year Strategic Plan Benchmark Reporting

Note: STEM degrees will not match STEM degrees in Degree Book due to several STEM degrees being reported under the Health category.

13. Licensure exam pass rates for graduates with four-year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II.

Data:	Undergraduate Praxis (All Tests)	%
	NCLEX--RN	100.0 %
	Other Undergraduate Licensure/Certification	75.8%
	All Undergraduate Licensure/Certification	%

Source: *Undergraduate PRAXIS figures for AY2025 were not available at the time of printing. 2025 Annual Nursing Report, AY2025 Other Licensure Rates

Cost to Students

14. Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions.

Data: 30.7%

Source: ACS Survey and IPEDS Data System IHL, 5-Year Strategic Plan Benchmark

15. Dollars spent on remedial coursework.

Data: \$107,818 (AY2025 estimated instructional costs)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Remedial coursework includes IHL's Summer Developmental Program and Intermediate courses. Estimated instructional costs include fringe benefits and are based on FY2025 average IPEDS salary for Instructor rank allocated for 241 remedial courses during AY2025.

Cost to Taxpayers

16. Total state expenditures per total FTE student. (2024)

Data: \$20,047

Source: On-Campus Expenditures: FY 2027 MBR, IHL On-Campus - MBR-1 / <http://www.lbo.ms.gov/PublicReports>
Off-Campus Expenditures: FY 2027 MBR, IHL Off-Campus - MBR-1
Capital Expense Fund: FY 2027 MBR, IHL On-Campus - MBR-1-02
12-Month FTE: IPEDS Data Center / 2024-2025

Notes: Figures are calculated by summing on and off-campus expenditures and subtracting Capital Expense Fund amounts then dividing by 12-month FTE.

Quality of Learning Environment

17. Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).

Data: 71.8% (Fall 2024, Full-Time Faculty)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Graduation Rates of Graduate Students

18. Percentage of enrolled graduate students who complete graduate degree.

Data: 63.6% (Master's Level)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Percentage reflects Fall 2022 entering master's level students completing a master's degree within three years. Doctoral degrees have been excluded due to the varied and sometimes lengthy dissertation process.

19. Number of graduate degrees awarded.

Data: 430

Source: 2024-25 IHL Degree Book

Graduate Students in High-Need Disciplines

20. Number and percentage of graduate degrees awarded in science, technology, engineering, and math.

Data:	<u>Degree Level</u>	<u>Total Degrees</u>	<u>STEM Degrees</u>	<u>Percentage</u>
	Master's	317	12	3.8%
	<u>Doctoral</u>	<u>9</u>	<u>0</u>	<u>0%</u>
	Total	326	12	3.7%

Source: 2024-25 IHL Degree Book, AY2025 using NSF list of degree programs

21. Licensure exam pass rate for graduate school graduates, by discipline. (2024-25)

Data:	Graduate Praxis (All Tests)	87.2%
	Other Graduate Licensure/Certification	89.5%
	All Graduate Licensure/Certification	87.6%

Sources: 2024-25 PRAXIS Pass Rates, AY2025 Other Licensure Rates

Notes: The Other category includes graduate students taking licensure exams in a variety of disciplines, primarily limited to health and education.

Commercialization of Academic Research

22. Dollar value of total external research grants and contracts awarded to Delta State University.

Data: \$10,606,976 (All Fund Sources)

Source: IHL, FY2025 Research Catalog

23. Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.

Data: 82.3% (\$8,734,386 from Federal Sources)

Source: IHL, FY2025 Research Catalog

24. Number of patents obtained by Delta State University in emerging technologies.

Data: 0 (FY2025, New Patents Issued)
0 (FY2025, New Patents Filed)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

25. Number of patents obtained by Mississippi public universities in emerging technologies that are commercialized.

Data: NA

Notes: Information on commercialized patents is not available, but it can be assumed nearly all of the patents in emerging technologies are eligible for commercialization.

26. Number of private sector companies created as a result of activities at Mississippi public universities.

Data: NA

Notes: Information on private sector companies created as a result of activities at Mississippi public universities is not available.

4. Overview of the Agency 5-Year Strategic Plan

Delta State University is a four-year public institution whose nearly 2,700 students come from most U.S. states and more than 35 countries. Acknowledging its beginning as a teacher's college, the University sustains excellence in teacher education while continuing to expand offerings in traditional as well as unique fields of study. Programs such as those available through the Delta Music Institute, the Commercial Aviation Department, and the Center for Interdisciplinary Geospatial Information highlight the University's commitment to meeting the evolving needs of the students it serves with world-leading, industry-acclaimed programs. Situated in the heart of the Mississippi Delta, Delta State offers top-notch academic programs in business, arts, sciences, nursing, education, and more. DSU Athletics has won 14 national championships, 70 conference championships, and 37 regional titles.

Over the past twelve years, Delta State University has experienced a downward trend in enrollment which required the university to assess its overall financial position and develop a restructuring plan that would yield a more stable university. In the summer of 2025, DSU announced a restructuring plan that reduced to three colleges from five and closed 21 low-enrolled degree programs.

In focusing on growth for the university, Delta State added 5 new programs and continues to monitor their growth and effectiveness:

- B.A. in Digital Media
- B.A. in Humanities and Social Sciences
- B.S. in Secondary Education
- B.A. in Arts Entrepreneurship
- B.A.S. in Arts Entrepreneurship

As the University continues to expand its academic offerings, the following programs and graduate concentration have also been added:

- B.A.S. in Human Development
- LPN-to-BSN Program
- Graduate Concentration/Certificate in Leading Artificial Intelligence

In addition, the University received approval to separate the College of Business and Aviation into two distinct colleges—the College of Business and the College of Aviation—to strengthen each academic area and support future enrollment growth.

These new academic offerings and organizational changes are intended to enhance student access, respond to evolving workforce needs, promote innovation through digital technologies, and strengthen the University's long-term enrollment and growth strategies.

The restructuring of the university created a more nimble environment that reduced administrative costs by over \$1million and has allowed the university to operate with leaner bureaucracy and provides better use of university funds toward student experience.

Delta State University has identified the following as departmental/unit goals for the university for the 5-year strategic plan.

Initiative I: Academic Programming and Student Success

Goal 1: Increase Student Learning

Delta State University will ensure that its graduates are well prepared for careers through current, relevant, high-quality programs that are responsive to change and dedicated to continuous improvement.

Indicators:

- SP 1. Ind 1. Prepare students for successful performance on national/standardized assessments in relative programs.
- SP 1. Ind 2. Graduate students who obtain employment, or are enrolled in a graduate program, in the area of their discipline or interest within one year of graduation.
- SP 1. Ind 3. Fulfill information and resource needs of students, faculty, and staff through library and learning resources.
- SP 1. Ind 4. Maintain a curriculum development and review process that supports continuous improvement.

Goal 2: Serve the Total Student

Delta State University will recruit and retain an engaged student population and focus on holistic student development to graduate well-rounded contributors to society.

Indicators:

- SP 2. Ind 1. Increase enrollment across programs.
- SP 2. Ind 2. Increase year-to-year retention.
- SP 2. Ind 3. Increase the graduation rate.
- SP 2. Ind 4. Provide scholarship dollars and aid to students.
- SP 2. Ind 5. Align recruitment initiatives with the university's mission.
- SP 2. Ind 6. Provide advisement for students.
- SP 2. Ind 7. Provide opportunities for student engagement outside the classroom.
- SP 2. Ind 8. Graduate students who contribute to society.

Initiative II: Campus Environment and Continuous Support

Goal 3: Empower Excellence

Delta State University will invest in recruiting and fostering dynamic, highly trained employees.

Indicators:

- SP 3. Ind 1. Hire and retain qualified faculty and staff.
- SP 3. Ind 2. Invest in ongoing training and professional development for faculty and staff.
- SP 3. Ind 3. Complete annual evaluations for faculty and staff.

Goal 4: Optimize Operations

Delta State University will strengthen and advance its financial, physical, and technological resources demonstrating optimal performance in programs and services.

Indicators:

- SP 4. Ind 1. Improve processes across units on campus for efficiency and timeliness.
- SP 4. Ind 2. Optimize external funding opportunities.
- SP 4. Ind 3. Perform maintenance on buildings in a timely manner.
- SP 4. Ind 4. Provide adequate technology and security of IT infrastructure and systems.
- SP 4. Ind 5. Maintain current and accurate websites, data, and other services.
- SP 4. Ind 6. Maintain an assessment system that supports continuous improvement across all units.
- SP 4. Ind 7. Communicate current university data and information.
- SP 4. Ind 8. Provide a safe and secure campus.

Initiative III: Community and Alumni

Goal 5: Commit to Community

Delta State University will impact the region and beyond through outreach and collaboration with community and regional partners.

Indicators:

- SP 5. Ind 1. Impact the region through outreach initiatives.
- SP 5. Ind 2. Provide quality space that can be utilized by external entities.
- SP 5. Ind 3. Collaborate with community and external partners.

Goal 6: Engage Alumni

Delta State University will reinforce the values of degrees earned, expand brand recognition, and deepen engagement with alumni.

Indicators:

- SP 6. Ind 1. Collaborate with alumni to expand brand recognition and partnerships.
- SP 6. Ind 2. Engage alumni in initiatives across campus.

5. EXTERNAL / INTERNAL ASSESSMENT

1. Decreases in state appropriated funding diminishes capacity and limits opportunities for growth
2. Stagnant faculty and staff salaries.
3. High percentage of underprepared freshmen meeting admission standards who require remedial courses.
4. Reduced pool of regional high school graduates to recruit and increased competition recruiting this pool.
5. Rising personnel cost for health insurance and other benefits.
6. Lack of a sufficient and reliable source of funds to maintain facilities.
7. Changes in federal student aid programs that adversely affect economically disadvantaged students.
8. Increase in costs outside the university's control such as utilities, technology and required commodities.
9. Stress on existing staff or the need for additional staff to comply with federal laws.

Internal Management Systems Used to Evaluate Agency Performance

Delta State University's Cabinet establishes all institutional policies, goals/objectives and evaluates performance. The Cabinet is representative of the entire campus and includes faculty, staff, administrators and the President of the Student Government Association. The university is committed to evaluating the effectiveness of the institution in relation to its stated mission and goals.

The university utilizes a software based management system to measure both unit and overall performance of the university in achieving its mission. Each unit of the institution sets forth its goals and objectives it will use to achieve those goals annually. The following are examples of selected data that may be measured to determine educational outcomes and effectiveness of academic and educational support services: credit hours taught by faculty, enrollment by major, and number of degrees by major.

The university utilizes an annual process of evaluating the performance of all university personnel. Personnel evaluations are administered at all levels. These evaluations are utilized to develop strengths and improve weaknesses of university personnel. The results are utilized to improve the overall performance of the university.

6. GOALS, OBJECTIVES, STRATEGIES AND MEASURES BY PROGRAMS

YEAR ONE - FY 2027

Program 1: Instruction

GOAL A: Increase enrollment and retention of students.

OBJECTIVE A.1. Incrementally increase the number of all classifications of students and develop support programs that help assure their retention.

Outcome: An increase in the number of first-time freshmen.

Outcome: An increase in the number of transfer students from Mississippi community colleges.

Outcome: An increase in the number of military and veteran students.

A.1.1. STRATEGY: Increase marketing efforts to bring awareness of the University, its charming campus, unique programs and cultural experiences.

Output: New marketing program for unique programs.

Output: Greater advertising in northern Mississippi, surrounding areas and in bordering states.

Efficiency: Increased enrollment will enhance the efficient operations of the university and broaden educational experiences for students.

A.1.2. STRATEGY: Review and revise curricular offerings to better align with student demand.

Output: More classes with optimal enrollment.

Output: More efficient use of State appropriations.

A.1.3. STRATEGY: Provide opportunities to local school districts and home-school associations to dual enroll and earn college credit in advance.

Output: Number of high school students with earned college credit

Efficiency: Shorter time to degree completion

GOAL B: Incrementally improve graduation rates to allow students to enter the workforce quicker.

OBJECTIVE B.1. Develop programs and services to help students graduate in four years.

Outcome: Increased graduation rates.

Outcome: More degreed Mississippians in the workforce

Outcome: Less debt students have upon graduation

B.1.1. STRATEGY: Promote “Finish in four” programs.

Output: Shortened time to graduation.

Output: Greater student satisfaction

Efficiency: Less cost to State in increasing Mississippians with degrees

Efficiency: Lower the dollar amount of educational loans students have upon graduation.

GOAL C: Provide instructional programs which meets the needs of the Delta region, State of Mississippi and bordering states.

OBJECTIVE C.1. Provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

Outcome: The University offers degree programs in business, arts and sciences, education, aviation, music production and nursing.

Outcome: Graduates of degree program are fully qualified for gainful employment.

Outcome: Graduates of degree programs matriculate in graduate or professional schools.

C.1.1. STRATEGY: Offer courses for each degree program which meet state and regional accreditation requirements.

Output: Provide administrators, faculty, and facilities resources to offer courses each semester for each degree program.

Output: Provide sufficient number of course sections to accommodate student enrollment.

Efficiency: Degree programs 100% compliant with IHL and Southern Association of Colleges and Schools accreditation standards.

Efficiency: Frequency of course offerings allow for degree completion at 100% of time required for completion.

C.1.2. STRATEGY: Review and revise curricular offerings based on effectiveness of programs.

Output: Annual program review system which allows for periodic review of all academic programs.

Output: Implement system to track graduates for employment and educational pursuits.

C.1.3. STRATEGY: Provide library and learning resources to support all academic programs.

Output: Acquire appropriate contemporary hard copy and electronic resources for every academic program.

Output: Provide appropriate technology to support 24/7 access to online library resources.

Explanatory: Dependent on new funding allocated to the library to cover the costs of printed and electronic acquisitions.

Program 2: Research

GOAL A: Support research and creative activities that enhance education and support economic development.

OBJECTIVE A.1. Monitor and assess grants in sponsored programs

Outcome: Increase the number of grant applications, awards and funds.

A.1.1. STRATEGY: Provide opportunities for faculty and students to do university-sponsored research.

Output: Number of faculty participating

Output: Increase funds for university-sponsored research and educational experience for students

Efficiency: Average cost per project

Efficiency: Increase in research which will supplement or replace institutional funds.

Program 3: Public Service

GOAL A: Establish and enhance relationships with city and county officials within the Delta region.

OBJECTIVE A.1. Build strategic relationships with regional leaders to better communicate and enhance the excellent opportunities provide by the University.

Outcome: A heightened understanding of the University's mission and offerings.

Outcome: Greater networking opportunities for students

A.1.1. STRATEGY: Host annual mayors' summit on campus

Output: Greater awareness of the university and its mission

Output: Increased input on the quality of services the university provides.

Efficiency: Average hours of service per individual.

A.1.2. STRATEGY: Implement affiliation opportunities with Grammy Museum Mississippi.

Output: Greater opportunities for students.

Output: Increase in breadth of educational experience.

GOAL B: Create and maintain community service partnerships with community, region, state, and national organizations that support the university mission

OBJECTIVE B.1. Build strategic partnerships with external entities to enhance students' educational experience.

Outcome: Present various volunteer opportunities for students

Outcome: Strengthen educational programs for students.

Outcome: Creation of service learning opportunities

B.1.1. STRATEGY: Maintain a Community Service Registry to match individuals and groups with a broad range of service opportunities

Output: Number community service hours recorded

Output: Number of service learning projects

Efficiency: Average hours of service per individual

Program 4: Academic Support

GOAL A: Provide students and faculty with the instructional and learning resources needed to enhance their educational experiences.

OBJECTIVE A.1. Manage timely and appropriate student support services for students that increases student retention and graduation rates

Outcome: Increase in retention rate

Outcome: Increase in graduation rate

A.1.1. STRATEGY: Enhance advising services, advisor training programs, and strategies to support at-risk students

Output: Number and percentage of students completing intermediate and remedial courses on first attempt

Output: Percentage of students completing gateway course in math and English

Efficiency: Reduction of repeated courses due to failure

OBJECTIVE A.2. Implement an early alert system to identify at risk students who appear on a failure track.

Outcome: Change in teaching resources

Outcome: Increase in student success

A.2.1. STRATEGY: Develop a Center for Teaching and Learning to support faculty advising and development

Output: Number of assessments of teaching pedagogies

Output: Number of faculty consultations

Efficiency: Average cost per consultation

Program 5: Student Services

GOAL A: Enhance the entire student life experience including campus and community involvement, Greek and other campus clubs, and weekend activities

OBJECTIVE A.1. Effectively provide programs that increase the breadth of student experiences and supports quality interactions with a diverse group

Outcome: Change in quality of campus interactions

Outcome: Developing student's cultural awareness

A.1.1. STRATEGY: Develop additional opportunities for faculty and staff to have interactions with students outside the traditional classroom

Output: Number of students participating in events

Output: Retention rate

Output: Greater cultural experiences

Efficiency: Greater cohesiveness of the entire campus environment

Explanatory: Student success is directly correlated to involvement with campus activities in addition to the classroom experiences.

GOAL B: Increase residential living

OBJECTIVE B.2. Enhance student success and opportunities to broaden their cultural experiences.

Outcome: Increase in number of students living in residence halls.

Outcome: Increase student programming.

B.2.1. STRATEGY: Improve physical condition of residence halls.

Output: Increase occupation rates.

Output: Increase in student interactions

Efficiency: Higher occupation rates will help maintain low rates for residence halls.

Program 6: Institutional Support

GOAL A: Improve financial stability of the university

OBJECTIVE A.1. Correctly align university spending with expected enrollments.

Outcome: More efficient and sustainable operations

Outcome: Improved financial ratios

A.1.1. STRATEGY: Realign operating budget expenses to support growth in enrollment and increase student retention.

Output: Budget reduction in non-productive department and services.

Output: Budget enhancement for departments and services that enhance enrollment and retention.

A.1.2. STRATEGY: Develop new programs and initiatives to increase revenues.

Output: More efficient auxiliary operations.

Output: Greater number of grant applications.

Efficiency: Institutional support cost per student

GOAL B: Increase faculty and staff salaries to be more in line with SREB averages.

OBJECTIVE B.2. Recruit and retain a diverse, high-quality faculty and staff.

Outcome: Change in percent of minority faculty

Outcome: Change in percent of full-time instructional faculty with terminal degrees

Outcome: Enhanced morale

B.2.1. STRATEGY: Improve efficiency of university operations.

Output: Higher salaries

Output: Less turn-over

Output: More diverse faculty and staff

Program 7: Operation and Maintenance

GOAL A: Support the improvement of facilities, physical plant and campus infrastructure and a safe environment

OBJECTIVE A.1. Develop a capital improvement plan for the improvement and preservation of university facilities.

Outcome: Change usage per square foot

Outcome: Change in energy efficiencies

A.1.1. STRATEGY: Implement sustainability plan

Output: Savings in energy related expenses

Efficiency: Reduction in energy needs

A.1.2. STRATEGY: Develop a campus master plan

Output: More efficient use of limited resources to address facility needs.

Output: More sustainable buildings

OBJECTIVE A.2. Effectively monitor and assess campus safety

Outcome: Reduction in incident reports

A.2.1. STRATEGY: Evaluate and update campus emergency response plans to maintain compliance.

Output: A more “prepared” campus community.

Output: Number of emergency team activations

Program 8: Scholarships and Fellowships

Goal A: Review scholarship programs and redesign as needed to promote student success and retention

Objective A.1. Increase student success by providing financial incentives for continuous progress towards degree completion.

Outcome: Increase in student success

Outcome: Increase graduation rates

Outcome: Increased efficiency in use of scholarship funds

A.1.1 Strategy: Take a portion of existing scholarship funds and develop a new scholarship program that provides greater rewards as students make progress in their degrees

Output: New Scholarship programs

Efficiency: Less scholarship funds invested while students at still “at risk”

Explanatory: Instead of provide scholarship funds for at risk students, you provide more support services and then use the scholarship funds to encourage students to maintain steady progress in degree completion.

YEAR TWO - FY 2028

Program 1: Instruction

GOAL A: Increase enrollment and retention of students.

OBJECTIVE A.1. Incrementally increase the number of all classifications of students and develop support programs that help assure their retention.

Outcome: An increase in the number of first-time freshmen.

Outcome: An increase in the number of transfer students from Mississippi community colleges.

Outcome: An increase in the number of military and veteran students.

A.1.1. STRATEGY: Increase marketing efforts to bring awareness of the University, its charming campus, unique programs and cultural experiences.

Output: New marketing program for unique programs.

Output: Greater advertising in northern Mississippi, surrounding areas and in bordering states.

Efficiency: Increased enrollment will enhance the efficient operations of the university and broaden educational experiences for students.

A.1.2. STRATEGY: Review and revise curricular offerings to better align with student demand.

Output: More classes with optimal enrollment.

Output: More efficient use of State appropriations.

A.1.3. STRATEGY: Provide opportunities to local school districts and home-school associations to dual enroll and earn college credit in advance.

Output: Number of high school students with earned college credit

Efficiency: Shorter time to degree completion

GOAL B: Incrementally improve graduation rates to allow students to enter the workforce quicker.

OBJECTIVE B.1. Develop programs and services to help students graduate in four years.

Outcome: Increased graduation rates.

Outcome: More degreed Mississippians in the workforce

Outcome: Less debt students have upon graduation

B.1.1. STRATEGY: Promote “Finish in four” programs.

Output: Shortened time to graduation.

Output: Greater student satisfaction

Efficiency: Less cost to State in increasing Mississippians with degrees

Efficiency: Lower the dollar amount of educational loans students have upon graduation.

GOAL C: Provide instructional programs which meets the needs of the Delta region, State of Mississippi and bordering states.

OBJECTIVE C.1. Provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

Outcome: The University offers degree programs in business, arts and sciences, education, aviation, music production and nursing.

Outcome: Graduates of degree program are fully qualified for gainful employment.

Outcome: Graduates of degree programs matriculate in graduate or professional schools.

C.1.1. STRATEGY: Offer courses for each degree program which meet state and regional accreditation requirements.

Output: Provide administrators, faculty, and facilities resources to offer courses each semester for each degree program.

Output: Provide sufficient number of course sections to accommodate student enrollment.

Efficiency: Degree programs 100% compliant with IHL and Southern Association of Colleges and Schools accreditation standards.

Efficiency: Frequency of course offerings allow for degree completion at 100% of time required for completion.

C.1.2. STRATEGY: Review and revise curricular offerings based on effectiveness of programs.

Output: Annual program review system which allows for periodic review of all academic programs.

Output: Implement system to track graduates for employment and educational pursuits.

C.1.3. STRATEGY: Provide library and learning resources to support all academic programs.

Output: Acquire appropriate contemporary hard copy and electronic resources for every academic program.

Output: Provide appropriate technology to support 24/7 access to online library resources.

Explanatory: Dependent on new funding allocated to the library to cover the costs of printed and electronic acquisitions.

Program 2: Research

GOAL A: Support research and creative activities that enhance education and support economic development.

OBJECTIVE A.1. Monitor and assess grants in sponsored programs

Outcome: Increase the number of grant applications, awards and funds.

A.1.1. STRATEGY: Provide opportunities for faculty and students to do university-sponsored research.

Output: Number of faculty participating

Output: Increase funds for university-sponsored research and educational experience for students

Efficiency: Average cost per project

Efficiency: Increase in research which will supplement or replace institutional funds.

Program 3: Public Service

GOAL A: Establish and enhance relationships with city and county officials within the Delta region.

OBJECTIVE A.1. Build strategic relationships with regional leaders to better communicate and enhance the excellent opportunities provide by the University.

Outcome: A heightened understanding of the University's mission and offerings.

Outcome: Greater networking opportunities for students

A.1.1. STRATEGY: Host annual mayors' summit on campus

Output: Greater awareness of the university and its mission

Output: Increased input on the quality of services the university provides.

Efficiency: Average hours of service per individual.

A.1.2. STRATEGY: Implement affiliation opportunities with Grammy Museum Mississippi.

Output: Greater opportunities for students.

Output: Increase in breadth of educational experience.

GOAL B: Create and maintain community service partnerships with community, region, state, and national organizations that support the university mission

OBJECTIVE B.1. Build strategic partnerships with external entities to enhance students' educational experience.

Outcome: Present various volunteer opportunities for students

Outcome: Strengthen educational programs for students.

Outcome: Creation of service learning opportunities

B.1.1. STRATEGY: Maintain a Community Service Registry to match individuals and groups with a broad range of service opportunities

Output: Number community service hours recorded

Output: Number of service learning projects

Efficiency: Average hours of service per individual

Program 4: Academic Support

GOAL A: Provide students and faculty with the instructional and learning resources needed to enhance their educational experiences.

OBJECTIVE A.1. Manage timely and appropriate student support services for students that increases student retention and graduation rates

Outcome: Increase in retention rate

Outcome: Increase in graduation rate

A.1.1. STRATEGY: Enhance advising services, advisor training programs, and strategies to support at-risk students

Output: Number and percentage of students completing intermediate and remedial courses on first attempt

Output: Percentage of students completing gateway course in math and English

Efficiency: Reduction of repeated courses due to failure

OBJECTIVE A.2. Implement an early alert system to identify at risk students who appear on a failure track.

Outcome: Change in teaching resources

Outcome: Increase in student success

A.2.1. STRATEGY: Develop a Center for Teaching and Learning to support faculty advising and development

Output: Number of assessments of teaching pedagogies

Output: Number of faculty consultations

Efficiency: Average cost per consultation

Program 5: Student Services

GOAL A: Enhance the entire student life experience including campus and community involvement, Greek and other campus clubs, and weekend activities

OBJECTIVE A.1. Effectively provide programs that increase the breadth of student experiences and supports quality interactions with a diverse group

Outcome: Change in quality of campus interactions

Outcome: Developing student's cultural awareness

A.1.1. STRATEGY: Develop additional opportunities for faculty and staff to have interactions with students outside the traditional classroom

Output: Number of students participating in events

Output: Retention rate

Output: Greater cultural experiences

Efficiency: Greater cohesiveness of the entire campus environment

Explanatory: Student success is directly correlated to involvement with campus activities in addition to the classroom experiences.

GOAL B: Increase residential living

OBJECTIVE B.2. Enhance student success and opportunities to broaden their cultural experiences.

Outcome: Increase in number of students living in residence halls.

Outcome: Increase student programming.

B.2.1. STRATEGY: Improve physical condition of residence halls.

Output: Increase occupation rates.

Output: Increase in student interactions

Efficiency: Higher occupation rates will help maintain low rates for residence halls.

Program 6: Institutional Support

GOAL A: Improve financial stability of the university

OBJECTIVE A.1. Correctly align university spending with expected enrollments.

Outcome: More efficient and sustainable operations

Outcome: Improved financial ratios

A.1.1. STRATEGY: Realign operating budget expenses to support growth in enrollment and increase student retention.

Output: Budget reduction in non-productive department and services.

Output: Budget enhancement for departments and services that enhance enrollment and retention.

A.1.2. STRATEGY: Develop new programs and initiatives to increase revenues.

Output: More efficient auxiliary operations.

Output: Greater number of grant applications.

Efficiency: Institutional support cost per student

GOAL B: Increase faculty and staff salaries to be more in line with SREB averages.

OBJECTIVE B.2. Recruit and retain a diverse, high-quality faculty and staff.

Outcome: Change in percent of minority faculty

Outcome: Change in percent of full-time instructional faculty with terminal degrees

Outcome: Enhanced morale

B.2.1. STRATEGY: Improve efficiency of university operations.

Output: Higher salaries

Output: Less turn-over

Output: More diverse faculty and staff

Program 7: Operation and Maintenance

GOAL A: Support the improvement of facilities, physical plant and campus infrastructure and a safe environment

OBJECTIVE A.1. Develop a capital improvement plan for the improvement and preservation of university facilities.

Outcome: Change usage per square foot

Outcome: Change in energy efficiencies

A.1.1. STRATEGY: Implement sustainability plan

Output: Savings in energy related expenses

Efficiency: Reduction in energy needs

A.1.2. STRATEGY: Develop a campus master plan

Output: More efficient use of limited resources to address facility needs.

Output: More sustainable buildings

OBJECTIVE A.2. Effectively monitor and assess campus safety

Outcome: Reduction in incident reports

A.2.1. STRATEGY: Evaluate and update campus emergency response plans to maintain compliance.

Output: A more “prepared” campus community.

Output: Number of emergency team activations

Program 8: Scholarships and Fellowships

Goal A: Review scholarship programs and redesign as needed to promote student success and retention

Objective A.1. Increase student success by providing financial incentives for continuous progress towards degree completion.

Outcome: Increase in student success

Outcome: Increase graduation rates

Outcome: Increased efficiency in use of scholarship funds

A.1.1 Strategy: Take a portion of existing scholarship funds and develop a new scholarship program that provides greater rewards as students make progress in their degrees

Output: New Scholarship programs

Efficiency: Less scholarship funds invested while students at still “at risk”

Explanatory: Instead of provide scholarship funds for at risk students, you provide more support services and then use the scholarship funds to encourage students to maintain steady progress in degree completion.

YEAR THREE - FY 2029

Program 1: Instruction

GOAL A: Increase enrollment and retention of students.

OBJECTIVE A.1. Incrementally increase the number of all classifications of students and develop support programs that help assure their retention.

Outcome: An increase in the number of first-time freshmen.

Outcome: An increase in the number of transfer students from Mississippi community colleges.

Outcome: An increase in the number of military and veteran students.

A.1.1. STRATEGY: Increase marketing efforts to bring awareness of the University, its charming campus, unique programs and cultural experiences.

Output: New marketing program for unique programs.

Output: Greater advertising in northern Mississippi, surrounding areas and in bordering states.

Efficiency: Increased enrollment will enhance the efficient operations of the university and broaden educational experiences for students.

A.1.2. STRATEGY: Review and revise curricular offerings to better align with student demand.

Output: More classes with optimal enrollment.

Output: More efficient use of State appropriations.

A.1.3. STRATEGY: Provide opportunities to local school districts and home-school associations to dual enroll and earn college credit in advance.

Output: Number of high school students with earned college credit

Efficiency: Shorter time to degree completion

GOAL B: Incrementally improve graduation rates to allow students to enter the workforce quicker.

OBJECTIVE B.1. Develop programs and services to help students graduate in four years.

Outcome: Increased graduation rates.

Outcome: More degreed Mississippians in the workforce

Outcome: Less debt students have upon graduation

B.1.1. STRATEGY: Promote “Finish in four” programs.

Output: Shortened time to graduation.

Output: Greater student satisfaction

Efficiency: Less cost to State in increasing Mississippians with degrees

Efficiency: Lower the dollar amount of educational loans students have upon graduation.

GOAL C: Provide instructional programs which meets the needs of the Delta region, State of Mississippi and bordering states.

OBJECTIVE C.1. Provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

Outcome: The University offers degree programs in business, arts and sciences, education, aviation, music production and nursing.

Outcome: Graduates of degree program are fully qualified for gainful employment.

Outcome: Graduates of degree programs matriculate in graduate or professional schools.

C.1.1. STRATEGY: Offer courses for each degree program which meet state and regional accreditation requirements.

Output: Provide administrators, faculty, and facilities resources to offer courses each semester for each degree program.

Output: Provide sufficient number of course sections to accommodate student enrollment.

Efficiency: Degree programs 100% compliant with IHL and Southern Association of Colleges and Schools accreditation standards.

Efficiency: Frequency of course offerings allow for degree completion at 100% of time required for completion.

C.1.2. STRATEGY: Review and revise curricular offerings based on effectiveness of programs.

Output: Annual program review system which allows for periodic review of all academic programs.

Output: Implement system to track graduates for employment and educational pursuits.

C.1.3. STRATEGY: Provide library and learning resources to support all academic programs.

Output: Acquire appropriate contemporary hard copy and electronic resources for every academic program.

Output: Provide appropriate technology to support 24/7 access to online library resources.

Explanatory: Dependent on new funding allocated to the library to cover the costs of printed and electronic acquisitions.

Program 2: Research

GOAL A: Support research and creative activities that enhance education and support economic development.

OBJECTIVE A.1. Monitor and assess grants in sponsored programs

Outcome: Increase the number of grant applications, awards and funds.

A.1.1. STRATEGY: Provide opportunities for faculty and students to do university-sponsored research.

Output: Number of faculty participating

Output: Increase funds for university-sponsored research and educational experience for students

Efficiency: Average cost per project

Efficiency: Increase in research which will supplement or replace institutional funds.

Program 3: Public Service

GOAL A: Establish and enhance relationships with city and county officials within the Delta region.

OBJECTIVE A.1. Build strategic relationships with regional leaders to better communicate and enhance the excellent opportunities provide by the University.

Outcome: A heightened understanding of the University's mission and offerings.

Outcome: Greater networking opportunities for students

A.1.1. STRATEGY: Host annual mayors' summit on campus

Output: Greater awareness of the university and its mission

Output: Increased input on the quality of services the university provides.

Efficiency: Average hours of service per individual.

A.1.2. STRATEGY: Implement affiliation opportunities with Grammy Museum Mississippi.

Output: Greater opportunities for students.

Output: Increase in breadth of educational experience.

GOAL B: Create and maintain community service partnerships with community, region, state, and national organizations that support the university mission

OBJECTIVE B.1. Build strategic partnerships with external entities to enhance students' educational experience.

Outcome: Present various volunteer opportunities for students

Outcome: Strengthen educational programs for students.

Outcome: Creation of service learning opportunities

B.1.1. STRATEGY: Maintain a Community Service Registry to match individuals and groups with a broad range of service opportunities

Output: Number community service hours recorded

Output: Number of service learning projects

Efficiency: Average hours of service per individual

Program 4: Academic Support

GOAL A: Provide students and faculty with the instructional and learning resources needed to enhance their educational experiences.

OBJECTIVE A.1. Manage timely and appropriate student support services for students that increases student retention and graduation rates

Outcome: Increase in retention rate

Outcome: Increase in graduation rate

A.1.1. STRATEGY: Enhance advising services, advisor training programs, and strategies to support at-risk students

Output: Number and percentage of students completing intermediate and remedial courses on first attempt

Output: Percentage of students completing gateway course in math and English

Efficiency: Reduction of repeated courses due to failure

OBJECTIVE A.2. Implement an early alert system to identify at risk students who appear on a failure track.

Outcome: Change in teaching resources

Outcome: Increase in student success

A.2.1. STRATEGY: Develop a Center for Teaching and Learning to support faculty advising and development

Output: Number of assessments of teaching pedagogies

Output: Number of faculty consultations

Efficiency: Average cost per consultation

Program 5: Student Services

GOAL A: Enhance the entire student life experience including campus and community involvement, Greek and other campus clubs, and weekend activities

OBJECTIVE A.1. Effectively provide programs that increase the breadth of student experiences and supports quality interactions with a diverse group

Outcome: Change in quality of campus interactions

Outcome: Developing student's cultural awareness

A.1.1. STRATEGY: Develop additional opportunities for faculty and staff to have interactions with students outside the traditional classroom

Output: Number of students participating in events

Output: Retention rate

Output: Greater cultural experiences

Efficiency: Greater cohesiveness of the entire campus environment

Explanatory: Student success is directly correlated to involvement with campus activities in addition to the classroom experiences.

GOAL B: Increase residential living

OBJECTIVE B.2. Enhance student success and opportunities to broaden their cultural experiences.

Outcome: Increase in number of students living in residence halls.

Outcome: Increase student programming.

B.2.1. STRATEGY: Improve physical condition of residence halls.

Output: Increase occupation rates.

Output: Increase in student interactions

Efficiency: Higher occupation rates will help maintain low rates for residence halls.

Program 6: Institutional Support

GOAL A: Improve financial stability of the university

OBJECTIVE A.1. Correctly align university spending with expected enrollments.

Outcome: More efficient and sustainable operations

Outcome: Improved financial ratios

A.1.1. STRATEGY: Realign operating budget expenses to support growth in enrollment and increase student retention.

Output: Budget reduction in non-productive department and services.

Output: Budget enhancement for departments and services that enhance enrollment and retention.

A.1.2. STRATEGY: Develop new programs and initiatives to increase revenues.

Output: More efficient auxiliary operations.

Output: Greater number of grant applications.

Efficiency: Institutional support cost per student

GOAL B: Increase faculty and staff salaries to be more in line with SREB averages.

OBJECTIVE B.2. Recruit and retain a diverse, high-quality faculty and staff.

Outcome: Change in percent of minority faculty

Outcome: Change in percent of full-time instructional faculty with terminal degrees

Outcome: Enhanced morale

B.2.1. STRATEGY: Improve efficiency of university operations.

Output: Higher salaries

Output: Less turn-over

Output: More diverse faculty and staff

Program 7: Operation and Maintenance

GOAL A: Support the improvement of facilities, physical plant and campus infrastructure and a safe environment

OBJECTIVE A.1. Develop a capital improvement plan for the improvement and preservation of university facilities.

Outcome: Change usage per square foot

Outcome: Change in energy efficiencies

A.1.1. STRATEGY: Implement sustainability plan

Output: Savings in energy related expenses

Efficiency: Reduction in energy needs

A.1.2. STRATEGY: Develop a campus master plan

Output: More efficient use of limited resources to address facility needs.

Output: More sustainable buildings

OBJECTIVE A.2. Effectively monitor and assess campus safety

Outcome: Reduction in incident reports

A.2.1. STRATEGY: Evaluate and update campus emergency response plans to maintain compliance.

Output: A more “prepared” campus community.

Output: Number of emergency team activations

Program 8: Scholarships and Fellowships

Goal A: Review scholarship programs and redesign as needed to promote student success and retention

Objective A.1. Increase student success by providing financial incentives for continuous progress towards degree completion.

Outcome: Increase in student success

Outcome: Increase graduation rates

Outcome: Increased efficiency in use of scholarship funds

A.1.1 Strategy: Take a portion of existing scholarship funds and develop a new scholarship program that provides greater rewards as students make progress in their degrees

Output: New Scholarship programs

Efficiency: Less scholarship funds invested while students at still “at risk”

Explanatory: Instead of provide scholarship funds for at risk students, you provide more support services and then use the scholarship funds to encourage students to maintain steady progress in degree completion.

YEAR FOUR - FY 2030

Program 1: Instruction

GOAL A: Increase enrollment and retention of students.

OBJECTIVE A.1. Incrementally increase the number of all classifications of students and develop support programs that help assure their retention.

Outcome: An increase in the number of first-time freshmen.

Outcome: An increase in the number of transfer students from Mississippi community colleges.

Outcome: An increase in the number of military and veteran students.

A.1.1. STRATEGY: Increase marketing efforts to bring awareness of the University, its charming campus, unique programs and cultural experiences.

Output: New marketing program for unique programs.

Output: Greater advertising in northern Mississippi, surrounding areas and in bordering states.

Efficiency: Increased enrollment will enhance the efficient operations of the university and broaden educational experiences for students.

A.1.2. STRATEGY: Review and revise curricular offerings to better align with student demand.

Output: More classes with optimal enrollment.

Output: More efficient use of State appropriations.

A.1.3. STRATEGY: Provide opportunities to local school districts and home-school associations to dual enroll and earn college credit in advance.

Output: Number of high school students with earned college credit

Efficiency: Shorter time to degree completion

GOAL B: Incrementally improve graduation rates to allow students to enter the workforce quicker.

OBJECTIVE B.1. Develop programs and services to help students graduate in four years.

Outcome: Increased graduation rates.

Outcome: More degreed Mississippians in the workforce

Outcome: Less debt students have upon graduation

B.1.1. STRATEGY: Promote “Finish in four” programs.

Output: Shortened time to graduation.

Output: Greater student satisfaction

Efficiency: Less cost to State in increasing Mississippians with degrees

Efficiency: Lower the dollar amount of educational loans students have upon graduation.

GOAL C: Provide instructional programs which meets the needs of the Delta region, State of Mississippi and bordering states.

OBJECTIVE C.1. Provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

Outcome: The University offers degree programs in business, arts and sciences, education, aviation, music production and nursing.

Outcome: Graduates of degree program are fully qualified for gainful employment.

Outcome: Graduates of degree programs matriculate in graduate or professional schools.

C.1.1. STRATEGY: Offer courses for each degree program which meet state and regional accreditation requirements.

Output: Provide administrators, faculty, and facilities resources to offer courses each semester for each degree program.

Output: Provide sufficient number of course sections to accommodate student enrollment.

Efficiency: Degree programs 100% compliant with IHL and Southern Association of Colleges and Schools accreditation standards.

Efficiency: Frequency of course offerings allow for degree completion at 100% of time required for completion.

C.1.2. STRATEGY: Review and revise curricular offerings based on effectiveness of programs.

Output: Annual program review system which allows for periodic review of all academic programs.

Output: Implement system to track graduates for employment and educational pursuits.

C.1.3. STRATEGY: Provide library and learning resources to support all academic programs.

Output: Acquire appropriate contemporary hard copy and electronic resources for every academic program.

Output: Provide appropriate technology to support 24/7 access to online library resources.

Explanatory: Dependent on new funding allocated to the library to cover the costs of printed and electronic acquisitions.

Program 2: Research

GOAL A: Support research and creative activities that enhance education and support economic development.

OBJECTIVE A.1. Monitor and assess grants in sponsored programs

Outcome: Increase the number of grant applications, awards and funds.

A.1.1. STRATEGY: Provide opportunities for faculty and students to do university-sponsored research.

Output: Number of faculty participating

Output: Increase funds for university-sponsored research and educational experience for students

Efficiency: Average cost per project

Efficiency: Increase in research which will supplement or replace institutional funds.

Program 3: Public Service

GOAL A: Establish and enhance relationships with city and county officials within the Delta region.

OBJECTIVE A.1. Build strategic relationships with regional leaders to better communicate and enhance the excellent opportunities provide by the University.

Outcome: A heightened understanding of the University's mission and offerings.

Outcome: Greater networking opportunities for students

A.1.1. STRATEGY: Host annual mayors' summit on campus

Output: Greater awareness of the university and its mission

Output: Increased input on the quality of services the university provides.

Efficiency: Average hours of service per individual.

A.1.2. STRATEGY: Implement affiliation opportunities with Grammy Museum Mississippi.

Output: Greater opportunities for students.

Output: Increase in breadth of educational experience.

GOAL B: Create and maintain community service partnerships with community, region, state, and national organizations that support the university mission

OBJECTIVE B.1. Build strategic partnerships with external entities to enhance students' educational experience.

Outcome: Present various volunteer opportunities for students

Outcome: Strengthen educational programs for students.

Outcome: Creation of service learning opportunities

B.1.1. STRATEGY: Maintain a Community Service Registry to match individuals and groups with a broad range of service opportunities

Output: Number community service hours recorded

Output: Number of service learning projects

Efficiency: Average hours of service per individual

Program 4: Academic Support

GOAL A: Provide students and faculty with the instructional and learning resources needed to enhance their educational experiences.

OBJECTIVE A.1. Manage timely and appropriate student support services for students that increases student retention and graduation rates

Outcome: Increase in retention rate

Outcome: Increase in graduation rate

A.1.1. STRATEGY: Enhance advising services, advisor training programs, and strategies to support at-risk students

Output: Number and percentage of students completing intermediate and remedial courses on first attempt

Output: Percentage of students completing gateway course in math and English

Efficiency: Reduction of repeated courses due to failure

OBJECTIVE A.2. Implement an early alert system to identify at risk students who appear on a failure track.

Outcome: Change in teaching resources

Outcome: Increase in student success

A.2.1. STRATEGY: Develop a Center for Teaching and Learning to support faculty advising and development

Output: Number of assessments of teaching pedagogies

Output: Number of faculty consultations

Efficiency: Average cost per consultation

Program 5: Student Services

GOAL A: Enhance the entire student life experience including campus and community involvement, Greek and other campus clubs, and weekend activities

OBJECTIVE A.1. Effectively provide programs that increase the breadth of student experiences and supports quality interactions with a diverse group

Outcome: Change in quality of campus interactions

Outcome: Developing student's cultural awareness

A.1.1. STRATEGY: Develop additional opportunities for faculty and staff to have interactions with students outside the traditional classroom

Output: Number of students participating in events

Output: Retention rate

Output: Greater cultural experiences

Efficiency: Greater cohesiveness of the entire campus environment

Explanatory: Student success is directly correlated to involvement with campus activities in addition to the classroom experiences.

GOAL B: Increase residential living

OBJECTIVE B.2. Enhance student success and opportunities to broaden their cultural experiences.

Outcome: Increase in number of students living in residence halls.

Outcome: Increase student programming.

B.2.1. STRATEGY: Improve physical condition of residence halls.

Output: Increase occupation rates.

Output: Increase in student interactions

Efficiency: Higher occupation rates will help maintain low rates for residence halls.

Program 6: Institutional Support

GOAL A: Improve financial stability of the university

OBJECTIVE A.1. Correctly align university spending with expected enrollments.

Outcome: More efficient and sustainable operations

Outcome: Improved financial ratios

A.1.1. STRATEGY: Realign operating budget expenses to support growth in enrollment and increase student retention.

Output: Budget reduction in non-productive department and services.

Output: Budget enhancement for departments and services that enhance enrollment and retention.

A.1.2. STRATEGY: Develop new programs and initiatives to increase revenues.

Output: More efficient auxiliary operations.

Output: Greater number of grant applications.

Efficiency: Institutional support cost per student

GOAL B: Increase faculty and staff salaries to be more in line with SREB averages.

OBJECTIVE B.2. Recruit and retain a diverse, high-quality faculty and staff.

Outcome: Change in percent of minority faculty

Outcome: Change in percent of full-time instructional faculty with terminal degrees

Outcome: Enhanced morale

B.2.1. STRATEGY: Improve efficiency of university operations.

Output: Higher salaries

Output: Less turn-over

Output: More diverse faculty and staff

Program 7: Operation and Maintenance

GOAL A: Support the improvement of facilities, physical plant and campus infrastructure and a safe environment

OBJECTIVE A.1. Develop a capital improvement plan for the improvement and preservation of university facilities.

Outcome: Change usage per square foot

Outcome: Change in energy efficiencies

A.1.1. STRATEGY: Implement sustainability plan

Output: Savings in energy related expenses

Efficiency: Reduction in energy needs

A.1.2. STRATEGY: Develop a campus master plan

Output: More efficient use of limited resources to address facility needs.

Output: More sustainable buildings

OBJECTIVE A.2. Effectively monitor and assess campus safety

Outcome: Reduction in incident reports

A.2.1. STRATEGY: Evaluate and update campus emergency response plans to maintain compliance.

Output: A more “prepared” campus community.

Output: Number of emergency team activations

Program 8: Scholarships and Fellowships

Goal A: Review scholarship programs and redesign as needed to promote student success and retention

Objective A.1. Increase student success by providing financial incentives for continuous progress towards degree completion.

Outcome: Increase in student success

Outcome: Increase graduation rates

Outcome: Increased efficiency in use of scholarship funds

A.1.1 Strategy: Take a portion of existing scholarship funds and develop a new scholarship program that provides greater rewards as students make progress in their degrees

Output: New Scholarship programs

Efficiency: Less scholarship funds invested while students at still “at risk”

Explanatory: Instead of provide scholarship funds for at risk students, you provide more support services and then use the scholarship funds to encourage students to maintain steady progress in degree completion.

YEAR FIVE- FY 2031

Program 1: Instruction

GOAL A: Increase enrollment and retention of students.

OBJECTIVE A.1. Incrementally increase the number of all classifications of students and develop support programs that help assure their retention.

Outcome: An increase in the number of first-time freshmen.

Outcome: An increase in the number of transfer students from Mississippi community colleges.

Outcome: An increase in the number of military and veteran students.

A.1.1. STRATEGY: Increase marketing efforts to bring awareness of the University, its charming campus, unique programs and cultural experiences.

Output: New marketing program for unique programs.

Output: Greater advertising in northern Mississippi, surrounding areas and in bordering states.

Efficiency: Increased enrollment will enhance the efficient operations of the university and broaden educational experiences for students.

A.1.2. STRATEGY: Review and revise curricular offerings to better align with student demand.

Output: More classes with optimal enrollment.

Output: More efficient use of State appropriations.

A.1.3. STRATEGY: Provide opportunities to local school districts and home-school associations to dual enroll and earn college credit in advance.

Output: Number of high school students with earned college credit

Efficiency: Shorter time to degree completion

GOAL B: Incrementally improve graduation rates to allow students to enter the workforce quicker.

OBJECTIVE B.1. Develop programs and services to help students graduate in four years.

Outcome: Increased graduation rates.

Outcome: More degreed Mississippians in the workforce

Outcome: Less debt students have upon graduation

B.1.1. STRATEGY: Promote “Finish in four” programs.

Output: Shortened time to graduation.

Output: Greater student satisfaction

Efficiency: Less cost to State in increasing Mississippians with degrees

Efficiency: Lower the dollar amount of educational loans students have upon graduation.

GOAL C: Provide instructional programs which meets the needs of the Delta region, State of Mississippi and bordering states.

OBJECTIVE C.1. Provide academic programs at the undergraduate and graduate levels consistent with our mission, and our designation as a regional university.

Outcome: The University offers degree programs in business, arts and sciences, education, aviation, music production and nursing.

Outcome: Graduates of degree program are fully qualified for gainful employment.

Outcome: Graduates of degree programs matriculate in graduate or professional schools.

C.1.1. STRATEGY: Offer courses for each degree program which meet state and regional accreditation requirements.

Output: Provide administrators, faculty, and facilities resources to offer courses each semester for each degree program.

Output: Provide sufficient number of course sections to accommodate student enrollment.

Efficiency: Degree programs 100% compliant with IHL and Southern Association of Colleges and Schools accreditation standards.

Efficiency: Frequency of course offerings allow for degree completion at 100% of time required for completion.

C.1.2. STRATEGY: Review and revise curricular offerings based on effectiveness of programs.

Output: Annual program review system which allows for periodic review of all academic programs.

Output: Implement system to track graduates for employment and educational pursuits.

C.1.3. STRATEGY: Provide library and learning resources to support all academic programs.

Output: Acquire appropriate contemporary hard copy and electronic resources for every academic program.

Output: Provide appropriate technology to support 24/7 access to online library resources.

Explanatory: Dependent on new funding allocated to the library to cover the costs of printed and electronic acquisitions.

Program 2: Research

GOAL A: Support research and creative activities that enhance education and support economic development.

OBJECTIVE A.1. Monitor and assess grants in sponsored programs

Outcome: Increase the number of grant applications, awards and funds.

A.1.1. STRATEGY: Provide opportunities for faculty and students to do university-sponsored research.

Output: Number of faculty participating

Output: Increase funds for university-sponsored research and educational experience for students

Efficiency: Average cost per project

Efficiency: Increase in research which will supplement or replace institutional funds.

Program 3: Public Service

GOAL A: Establish and enhance relationships with city and county officials within the Delta region.

OBJECTIVE A.1. Build strategic relationships with regional leaders to better communicate and enhance the excellent opportunities provide by the University.

Outcome: A heightened understanding of the University's mission and offerings.

Outcome: Greater networking opportunities for students

A.1.1. STRATEGY: Host annual mayors' summit on campus

Output: Greater awareness of the university and its mission

Output: Increased input on the quality of services the university provides.

Efficiency: Average hours of service per individual.

A.1.2. STRATEGY: Implement affiliation opportunities with Grammy Museum Mississippi.

Output: Greater opportunities for students.

Output: Increase in breadth of educational experience.

GOAL B: Create and maintain community service partnerships with community, region, state, and national organizations that support the university mission

OBJECTIVE B.1. Build strategic partnerships with external entities to enhance students' educational experience.

Outcome: Present various volunteer opportunities for students

Outcome: Strengthen educational programs for students.

Outcome: Creation of service learning opportunities

B.1.1. STRATEGY: Maintain a Community Service Registry to match individuals and groups with a broad range of service opportunities

Output: Number community service hours recorded

Output: Number of service learning projects

Efficiency: Average hours of service per individual

Program 4: Academic Support

GOAL A: Provide students and faculty with the instructional and learning resources needed to enhance their educational experiences.

OBJECTIVE A.1. Manage timely and appropriate student support services for students that increases student retention and graduation rates

Outcome: Increase in retention rate

Outcome: Increase in graduation rate

A.1.1. STRATEGY: Enhance advising services, advisor training programs, and strategies to support at-risk students

Output: Number and percentage of students completing intermediate and remedial courses on first attempt

Output: Percentage of students completing gateway course in math and English

Efficiency: Reduction of repeated courses due to failure

OBJECTIVE A.2. Implement an early alert system to identify at risk students who appear on a failure track.

Outcome: Change in teaching resources

Outcome: Increase in student success

A.2.1. STRATEGY: Develop a Center for Teaching and Learning to support faculty advising and development

Output: Number of assessments of teaching pedagogies

Output: Number of faculty consultations

Efficiency: Average cost per consultation

Program 5: Student Services

GOAL A: Enhance the entire student life experience including campus and community involvement, Greek and other campus clubs, and weekend activities

OBJECTIVE A.1. Effectively provide programs that increase the breadth of student experiences and supports quality interactions with a diverse group

Outcome: Change in quality of campus interactions

Outcome: Developing student's cultural awareness

A.1.1. STRATEGY: Develop additional opportunities for faculty and staff to have interactions with students outside the traditional classroom

Output: Number of students participating in events

Output: Retention rate

Output: Greater cultural experiences

Efficiency: Greater cohesiveness of the entire campus environment

Explanatory: Student success is directly correlated to involvement with campus activities in addition to the classroom experiences.

GOAL B: Increase residential living

OBJECTIVE B.2. Enhance student success and opportunities to broaden their cultural experiences.

Outcome: Increase in number of students living in residence halls.

Outcome: Increase student programming.

B.2.1. STRATEGY: Improve physical condition of residence halls.

Output: Increase occupation rates.

Output: Increase in student interactions

Efficiency: Higher occupation rates will help maintain low rates for residence halls.

Program 6: Institutional Support

GOAL A: Improve financial stability of the university

OBJECTIVE A.1. Correctly align university spending with expected enrollments.

Outcome: More efficient and sustainable operations

Outcome: Improved financial ratios

A.1.1. STRATEGY: Realign operating budget expenses to support growth in enrollment and increase student retention.

Output: Budget reduction in non-productive department and services.

Output: Budget enhancement for departments and services that enhance enrollment and retention.

A.1.2. STRATEGY: Develop new programs and initiatives to increase revenues.

Output: More efficient auxiliary operations.

Output: Greater number of grant applications.

Efficiency: Institutional support cost per student

GOAL B: Increase faculty and staff salaries to be more in line with SREB averages.

OBJECTIVE B.2. Recruit and retain a diverse, high-quality faculty and staff.

Outcome: Change in percent of minority faculty

Outcome: Change in percent of full-time instructional faculty with terminal degrees

Outcome: Enhanced morale

B.2.1. STRATEGY: Improve efficiency of university operations.

Output: Higher salaries

Output: Less turn-over

Output: More diverse faculty and staff

Program 7: Operation and Maintenance

GOAL A: Support the improvement of facilities, physical plant and campus infrastructure and a safe environment

OBJECTIVE A.1. Develop a capital improvement plan for the improvement and preservation of university facilities.

Outcome: Change usage per square foot

Outcome: Change in energy efficiencies

A.1.1. STRATEGY: Implement sustainability plan

Output: Savings in energy related expenses

Efficiency: Reduction in energy needs

A.1.2. STRATEGY: Develop a campus master plan

Output: More efficient use of limited resources to address facility needs.

Output: More sustainable buildings

OBJECTIVE A.2. Effectively monitor and assess campus safety

Outcome: Reduction in incident reports

A.2.1. STRATEGY: Evaluate and update campus emergency response plans to maintain compliance.

Output: A more “prepared” campus community.

Output: Number of emergency team activations

Program 8: Scholarships and Fellowships

Goal A: Review scholarship programs and redesign as needed to promote student success and retention

Objective A.1. Increase student success by providing financial incentives for continuous progress towards degree completion.

Outcome: Increase in student success

Outcome: Increase graduation rates

Outcome: Increased efficiency in use of scholarship funds

A.1.1 Strategy: Take a portion of existing scholarship funds and develop a new scholarship program that provides greater rewards as students make progress in their degrees

Output: New Scholarship programs

Efficiency: Less scholarship funds invested while students at still “at risk”

Explanatory: Instead of provide scholarship funds for at risk students, you provide more support services and then use the scholarship funds to encourage students to maintain steady progress in degree completion.



FIVE-YEAR STRATEGIC PLAN 2028-2032

*Submitted to
Board of Trustees of State Institutions of Higher Learning
July 1, 2026*

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Overview of Jackson State University

Comprehensive Mission Statement

The mission of Jackson State University (JSU), an HBCU and comprehensive urban research university, is to provide quality teaching, research and service at the baccalaureate, masters, specialists, and doctoral levels to diverse populations of students and communities using various modalities to ensure that they are technologically-advanced, ethical, global leaders who think critically and can address societal problems and compete effectively.

Vision Statement

Building on its historic mission of empowering diverse students to become leaders, Jackson State University will become recognized as a challenging, yet nurturing, state-of-the-art, technologically-infused intellectual community. Students and faculty will engage in creative research, participate in interdisciplinary and multi-institutional/organizational collaborative learning teams and serve the global community.

Statement of Core Values

JSU's adherence to the following Core Values enhances the University's ability to effectively serve students, thereby ensuring productive graduates:

Tradition

The University believes that its role as a historically black university inspires and exemplifies positive societal change.

Accountability

The University believes in the principled exercise of leadership and the sanctity of the public trust.

Learning

The University believes in an experientially enhanced learning environment where teaching, research, and service are integrated and mutually reinforcing.

Nurturing

The University is committed to creating a community, which affirms and welcomes persons from diverse backgrounds and experiences and supports the realization of their potential.

Service

The University responds to the needs of society to the best of its ability and expects its graduates to do likewise.

Responsibility

The University believes in and accepts its duty to enhance each generation's capacity to improve the human condition.

Relevant Statewide Goal and Benchmarks

To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

STATEWIDE BENCHMARKS

College Readiness

Average ACT score of entering freshmen.

Data: 17.8 (Fall 2024)

Source: *Fall 2024-25 IHL Fast Facts*

Student Progress

First-year retention rate (from fall to fall) for entering full-time freshmen.

Data: 62.4% (fall 2023 full-time freshmen returning fall 2024)

Source: *IPEDS Data System*

Percentage of full-time students completing 24 credit hours within one academic year (Fall 2023)

Data: 70.1%

Source: *IHL, 5-Year Strategic Plan Benchmark Reporting Education Achievement Council (EAC) Institutional Profile*

Percentage of part-time students completing 12 credit hours within one academic year (Fall 2023)

Data: 50.4%

Source: *IHL, 5-Year Strategic Plan Benchmark Reporting Education Achievement Council (EAC) Institutional Profile*.

Number of degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.

Data: 21.9

Note: AY 2025 undergraduate degrees with 4-year average of 12-month FTE enrollment from IPEDS
Source: IHL, 5-Year Strategic Plan Benchmark Reporting, Education Achievement Council (EAC) Institutional Profile

Student Graduation Rates

Full-Time Freshmen (Fall 2016) Total of 1, 281	<u>Students</u>	<u>Percentage</u>
Graduating within 4 Years	271	21.2%
Graduating within 6 Years	446	34.8%
Graduating within 8 Years	465	36.3%

Note: Four-year and six-year rates use the fall 2016 cohort. Eight-year rates use the fall 2014 cohort.

Source: *IPEDS Data System*

Graduates in High Need Disciplines

Licensure exam pass rate for graduates with four-year degree in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II

Data: Not Available: Undergraduate Praxis
(All Tests)

Source: *2024-25 PRAXIS Pass Rates*

Cost to Students

Percentage of Mississippi median family income required to cover tuition and fees at Jackson State University

Data: 41.9%

Note: Figures reflect 2024-25 tuition, room, and board (\$23,659) as a percent of ACS median household income (\$56,447)

Source: ACS Survey and IPEDS Data System

Cost to Tax Payers

<i>Fiscal Year</i>	<i>On-Campus Expenditures</i>	<i>Off-Campus Expenditures</i>	<i>Capital Expense Fund</i>	<i>Total State Expenditures</i>	<i>12-Month FTE</i>	<i>State Expenditures/FTE</i>
<i>2025</i>	<i>96,067,575</i>	<i>84,459</i>	<i>697,875</i>	<i>95,454,159</i>	<i>5,602</i>	<i>17,039</i>

Sources: ***On-campus Expenditures***: FY2027 MBR, IHL On-Campus-MBR-1/<http://www.lbo.ms.gov/PublicReports>, ***Off-campus Expenditures***: FY 2027 MBR, IHL Off-campus-MBR-1, ***Capital Expense Fund***: FY 2027 MBR, IHL On-Campus-MBR-1-02, ***12-month FTE***: IPEDS Data Center/2024-2025

Quality of Learning Environment

Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees

Data: 72.5% (Fall 2024, Full-Time Faculty)

Source: *IHL, 5-Year Strategic Plan Benchmark Reporting Education Achievement Council (EAC) Institutional Profile*

Commercialization of Academic Research

Dollar value of total external research grants and contracts awarded to Jackson State University

Data: \$63,413,501 (Total)

Source: *IHL, FY2025 Research Catalog*

Percentage of external research grants and contracts awarded to Jackson State University from federal resources

Data: 82.3%% (\$52,219,303 Federal Sources)

Source: *IHL, FY2025 Research Catalog*

Overview of Five-Year Strategic Plan

Jackson State University (JSU), a Historically Black University, is the fourth largest state-supported institution in Mississippi. Located in Jackson, Mississippi, Jackson State University is designated as Mississippi's only urban university. Jackson State University is designated as a "high research activity" University by the Carnegie Foundation. The University is accredited by the Commission of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award the bachelor's, master's, education specialist, Doctor of Education, and Doctor of Philosophy degrees. As a higher education institution, Jackson State University continues to enhance the state, nation, and the world through comprehensive initiatives in education, community and economic development, healthcare, innovative research, and technology.

In review, Jackson State University has made numerous accomplishments in higher education with a strong foundation in teaching, research, and service and is recognized as a leader in the higher education arena. As a "high research activity" university, significant impacts have been made through the University's offering of competitive undergraduate and graduate academic programs designed to propel students for career success. The University's academic programs are facilitated by qualified faculty members, many of whom are leaders in their academic disciplines.

Likewise, the University has made significant strides and accomplishments in the areas of research and scholarly engagements through the efforts of a broad array of faculty, staff, and students. The University has a strong contingent of competent alumni who are contributing to societal successes and are making strong and positive impacts in business, healthcare, government, social work, education, law, politics, entrepreneurship, science, engineering, military services, and social and community organizations, among other areas. The University has also made progress in institutional advancement and development as a result of growing support from alumni and other donors as well as from strategic partners. These gains continue to inspire and inform JSU's commitment, growth, and innovation, and they provide an even greater drive as the University embarks on the implementation of a new strategic plan.

As the University prepares to move forward, it is mindful that the higher education landscape is rapidly changing as the world advances well into the 21st century. In anticipation of successfully preparing students for career success well into the future and to effectively serve communities, cities, regions, states, the nation and the world, research indicates that higher education institutions are expected to make improvements and growth in areas such as: the offering of innovative and challenging academic programs; advances in technology and innovative research in higher education; economic initiatives and development; advances in healthcare; enhancements in program delivery models, and community engagement and development. Moreover, research supports the view that higher education institutions must continue to help solve societal problems, challenges, and issues.

The challenges ahead are clear, and without doubt, JSU is committed to facing the challenges in higher education. The university is committed to expanding its capabilities to meet such challenges. The strategic plan is JSU's response to meeting the global challenges and expectations that are inherent in the changing landscape of higher education, and it serves as the roadmap for the University's prioritizations, decisions, and resources, and for advancing Jackson State University as a recognized leader in higher education. The University's mission, vision, and goals continue to guide the institution's directions, values, and strategic initiatives, and they are instrumental in building the strategic framework. The JSU mission statement serves as the foundation for the strategic plan, and as such, is at the very core of its operations. The strategic goals provide the University with a means to evaluate its progress toward the achievement of its mission and vision.

The current strategic plan serves as a guide for the University's future decision making. The strategic framework outlines the priorities and goals that will assist in positioning JSU to build on its tradition of growth and advance its status in higher education. The strategic plan will guide the University's next steps for implementation across the divisions. The divisions will have specific responsibilities toward the achievement of the goals. The University has set priorities in a number of areas including those of advancing student success; challenging students academically; elevating athletic programs and supporting and encouraging student-athletes in their academic and athletic responsibilities; advancing research excellence; enhancing and developing the campus infrastructure; and enhancing the internal culture and elevating the university as a community resource.

Jackson State University now has the opportunity to build on its reputation and accomplishments and to shape its future for the coming years. As a "high research activity" university, JSU accepts the challenges to reach for even greater heights as it endeavors to effectively meet the needs of a 21st century university as it serves the University community, its students, the city, the state, the region, the nation, and the world.

Internal/External Assessment and Internal Management Systems

Internal/External Assessment

<u>Strengths</u> • Academic Reputation: JSU has a long-standing history of providing quality education and has built a strong academic reputation in various disciplines. • Strong Alumni Network: JSU benefits from an extensive network of successful alumni who can offer support, mentorship, and potential career opportunities to current students. • Research and Innovation: The university has a focus on research and innovation, contributing to advancements in various fields and promoting intellectual growth. • Community Engagement: JSU actively engages with the local community through various programs, initiatives, and partnerships, fostering positive relationships and social impact.	<u>Weaknesses</u> • Financial Constraints: Like many higher education institutions, JSU faces financial challenges that can limit its ability to invest in infrastructure improvements including repair and renovation needs faculty recruitment, and student support services. • Limited Resources: The university has limited resources compared to larger institutions, which can impact the availability of certain academic programs, research funding, and facilities. • Retention and Graduation Rates: Addressing retention and graduation rates is an area of improvement, requiring additional support systems and interventions to ensure student success. • Technology Infrastructure: The university needs to invest in upgrading its technology infrastructure to provide students and faculty with modern learning and research tools.
<u>Opportunities</u> • Online Education: Expanding online and distance learning programs can provide opportunities for JSU to reach a wider audience and increase enrollment, especially for non-traditional or remote students. • Collaborations and Partnerships: Forming strategic partnerships with local industries, businesses, and research institutions can facilitate collaborative research projects, internships, and job placement opportunities for students. • Additional strong academic programs meeting the state and regional demands of the economy; Strong STEM, business, and public health programs provide opportunities for students and communities. • Fundraising and Philanthropy: Engaging in effective fundraising efforts and attracting philanthropic support can provide additional financial resources to invest in scholarships, infrastructure improvements, and academic programs.	<u>Threats</u> • Competitive Higher Education Landscape: JSU faces competition from other universities and colleges, both locally and nationally, which can impact student enrollment and retention rates. • Changes in Government Funding: Reductions in government funding for higher education or changes in funding priorities can pose financial challenges for the university. • Enrollment and Demographic Shifts: Fluctuations in the number of high school graduates and changes in demographic trends may affect the pool of prospective students and enrollment levels. • Changing Technological Landscape: Rapid advancements in technology require ongoing investments to keep pace with the evolving educational tools and platforms, which can be a financial and resource burden.

Again, please note that this SWOT analysis is a general overview, but serves as a snapshot of the university's situation. There are other opportunities to be identified and implemented.

Internal Management Systems

Jackson State University's senior administration team, consisting of the President and the Executive Cabinet, are vital to the execution of the university mission and strategic plan. They review and devise strategies to manage and enhance the following areas:

Office of the President

- Academic Affairs
- Athletics
- Business and Finance
- Campus Operations
- Enrollment Management
- General Counsel
- Human Resources
- Information Technology
- Institutional Advancement
- Research and Sponsored Programs
- Student Affairs
- University Communications

The leadership team meets to analyze the impact of internal and external processes on university metrics. Rigorous assessments create opportunities for dialogue and discussion of existing and proposed policies. Constraints in budget and aging infrastructure become foci when new or expanded projects are requested based on timely research and University needs.

**Goals I and II:
Students Success and Academic Prominence**

Division of Academic Affairs

The Academic Affairs division at a university plays a crucial role in overseeing and supporting the academic functions and programs of the institution. Its primary purpose is to ensure the quality and integrity of the university's academic offerings and to enhance the overall educational experience for students. Among its many goals, the Division of Academic Affairs endeavors to facilitate access and ensure student success through a student-centered curriculum taught by a highly qualified faculty dedicated to excellence in teaching, scholarly activities, and service.

Jackson State provides a supportive learning atmosphere for students to pursue their studies, rich opportunities for creative and innovative pursuits, and scholarly interactions with their peers, faculty, and professionals in their respective fields of study. Students consistently engage in active learning appropriate to their discipline; and, in doing so, participate in the exciting process of discovery, with a chance to learn in experiential and collaborative settings across traditional academic and disciplinary boundaries. Our students continue to serve in significant ways at national research meetings, including the Academy of Management, American Psychology Association (APA), College Language Association (CLA) and Mississippi Academy of Sciences (MAS), and the National Oceanic and Atmospheric Administration (NOAA).

The Division of Academic Affairs oversees all academic units, including five academic colleges and their respective departments. These units provide quality instruction and ensure the preparedness of our students for the workforce, graduate and professional schools. Moreover, the division conducts planning, assessment, and discipline-specific accreditation for academic programs. The division is also responsible for identifying and implementing new initiatives designed to enhance our student learning opportunities and the professional development of our faculty and staff. Academic Affairs is also responsible for the recruitment, selection, performance management, retention, and development of faculty and academic administrators so that they are prepared to navigate the promotion and tenure process successfully.

College of Business

The College of Business provides an undergraduate and graduate management education to a student body, by serving students from across the U.S. region, expanding our national presence with a growing population of international students. Our faculty actively engage in research and value excellence in the classroom as they prepare our students to provide creative business-centered solutions that promote economic and social advancement in local, state, regional, and national economies. The College produces ethical, technologically-advanced, and globally-aware business leaders.

The College of Business provides quality instruction to ensure our students are prepared in each of our academic programs through two departments—Accounting, Finance, and Entrepreneurship and Business Administration. The College offers the Bachelor of Business Administration, two master's programs— Master of Business Administration and Master of Professional Accountancy, and the doctorate in Business Administration with majors in Accounting, Economics, and Management. Minors in Business Administration, Finance, and Marketing are offered to non-business majors.

The College is the sixth Historically Black College or University (HBCU) to achieve the Association to Advance Collegiate Schools of Business (AACSB) accreditation. Students receive personal attention in a technologically enhanced yet nurturing environment and gain the knowledge in business and related disciplines that will provide them with the necessary skills and aptitudes required to pursue professional careers or advanced study. In addition to regular classroom instruction, the educational program includes professional development activities designed to enhance communication, critical thinking, and problem-solving skills and equip students with social and behavioral attitudes and competencies required for success in management. The College awards more than 85% of all master's degrees to African Americans in the State of Mississippi and serves more business students in the Jackson Metropolitan Area than all other area colleges combined. It is one of only two HBCUs in the nation to offer a doctorate in Business Administration.

Student success is augmented through services of the Center for Academic and Professional Success (CAPS), which oversees the delivery of the College's Professional Development curriculum, coordinates the internship programs, and advises student organizations. Our CAPS also houses the Career Services office. These services prepare students in all levels of work career, graduate and professional schools. The College is accredited by the Association to Advance Collegiate Schools of Business (AACSB) and the Network of International Business Schools (NIBS).

College of Education and Human Development

The College of Education and Human Development is the oldest college on the Jackson State University campus. Today, the college has a student enrollment of approximately 1,376 students in both undergraduate and graduate degree programs. The College of Education and Human Development (CEHD) provides an array of learning experiences designed to address the educational, emotional, physical, and social needs and interests of students from pre-k through

adulthood. The CEHD is sensitive to crises in society and promotes instructional strategies focused on the health, safety, and welfare of students, faculty, and staff. The faculty and staff have varied educational backgrounds, professional experiences, and areas of interest, contributing to a broad spectrum of perspectives and expertise.

The College of Education and Human Development has been able to continuously provide optimal opportunities and varied experiences leading to quality education for students through the Bachelor, Master's, Specialist and Doctoral programs in the following departments and areas: Department of Counseling, Rehabilitation and Psychometric Services; Educational Administration, Foundations, and Research; Elementary and Early Childhood Education; Executive Ph.D. in Urban Education; Health, Physical Education, and Recreation; Educational, Multicultural and Exceptional Studies; and the School of Lifelong Learning. In addition, the CEHD provides five professional centers to ensure academic and student support services: Center for Teacher Quality; Center for Professional Development; Curriculum Center; Early Childhood Center and the Mississippi Urban Research Center (MURC).

Also, the CEHD leads the university in the development, implementation, and enrollment of students in online degree programs: Bachelor's in Childcare and Family Education and Professional Interdisciplinary Studies. Graduate Programs: Master's in Early Childhood Education, Elementary Education, Education, Administration and Supervision, Physical education, Reading, Special Education, Sport Science, Master in Arts in Teaching, and Educational Specialist degree programs in Special Education and with concentrations in School Counseling, Psychometry, and Educational Administration.

The CEHD follows a process for quality assurance through planning, monitoring, assessing, and revising programs and services. The feedback process for quality assurance involves assessing from stakeholders, adopting and or modifying best practices based on lessons learned, and retraining personnel for meeting the ever-changing demands of the education profession. The CEHD delivers services based on its standards of best practices for all programs in conjunction with professional standards from accrediting bodies.

The CEHD programs are accredited by the Council for the Accreditation of Educator Preparation (CAEP), and the Council for Accreditation of Counseling and Related Educational Programs (CACREP). All initial and advanced licensure education preparation programs are state approved by the Mississippi Department of Education (MDE).

College of Health Sciences

The mission of the College of Health Sciences (CHS) at Jackson State University is to provide quality teaching, research, and service to produce team- oriented leaders who think critically and address health and societal issues that impact quality of life and well-being in communities at the local, state, national and global levels. The College of Health Sciences is committed to providing advanced quality education. The College provides a learning environment that supports interdisciplinary communication, development of professional public health concepts, values, and the resolution of healthcare issues. Students are prepared to be outstanding leaders and

practitioners in professional careers in public health, healthcare administration, speech-language pathology, audiology, and social work.

The CHS offers the following degrees: Master of Public Health (MPH) with concentrations in Epidemiology, Biostatistics, Environmental Health, Behavioral Health Promotion & Education, and Health Policy and Management; Doctor of Public Health (DrPH) with concentrations in Behavioral Health Promotion & Education, Epidemiology, and Health Policy & Management. Additional degrees offered in the CHS are: Communicative Disorders (BS & MS); Social Work (BSW, MSW, and PhD); and a Bachelor of Science in Public Health (BSPH) degree program with three concentrations (Health Education, Allied Health, and Healthcare Administration).

The unit offers public health education because of local, national, and international needs for individual and population-based health and wellness programs, interventions, and research to achieve health and health care equity for Mississippians. The unit seeks to develop public health education leaders for Mississippi and beyond.

The College of Health Sciences is accredited by the Council on Education for Public Health which accredits Public Health Programs and Schools of Public Health nationally. The Communicative Disorders Master of Science degree program is accredited by the Council on Academic Accreditation in Audiology and Speech-Language Pathology. The Bachelor of Social Work and Master of Social Work degree programs are accredited by the Council on Social Work Education.

College of Liberal Arts

The College of Liberal Arts (CLA) at Jackson State University promotes and supports significant research, innovative scholarship, and creative expression in the arts, humanities, social, and behavioral sciences. By offering a rich array of undergraduate and graduate programs, the CLA provides an engaged student body with quality academic instruction founded on nurturing relationships between students and faculty. Academic disciplines, supported programs, interdisciplinary centers, and institutes strive to cultivate skills in research and analysis, oral and written communication, critical thinking, visual literacy, and numeracy. Students are encouraged to commit to service in the local city and prepare for life-long work on the state, national, and global levels.

The College of Liberal Arts is committed to:

- Providing and sustaining a competent, and resourceful faculty and staff engaged in original research, artistic excellence, rigorous teaching, and robust mentorship;
- Placing an emphasis on the development and implementation of inspiring and experiential pedagogies that fully engage learners;
- Enhancing the quality of its academic programs by expanding student research opportunities and providing multiple modes of delivery;
- Cultivating among its learners the strongest appreciation for knowledge, critical inquiry, and effective oral and written communication skills; and
- Encouraging its learners in their quests for meaningful and productive citizenship.

The College also promotes faculty, staff, and student development programs and provides excellent visual and performing arts programs, which include exhibits, performances, lectures, and outreach to the community across the city, state, and entire southern region.

The departments that are in the College of Liberal Arts include Art, Speech and Theatre; Criminal Justice and Sociology; English and Foreign Languages; History and Philosophy; Journalism and Media Studies; Military Science; Music; Political Science; Public Policy and Administration; and Psychology.

Additionally, the College houses several interdisciplinary centers and institutes which include: The Margaret Walker Center; the Bob Owens Pre-Law Center; the Richard Wright Center; the Community Health Programs; the Applied Psychological Services Center; the Interdisciplinary Alcohol and Drug Studies Center; and the Institute for Social Justice and Race Relations.

College of Science, Engineering and Technology

The College of Science, Engineering and Technology (CSET) has distinguished itself with faculty and staff who provide both the quality education and science leadership necessary to achieve the highest possible level of excellence. The College is committed to implementing the University's urban mission and focusing its intellectual, capital, expertise, and other resources to promote and elevate the quality of life for students, the surrounding community, state, nation, and the global community.

The College of Science, Engineering and Technology (CSET), comprised of its seven disciplines and degree programs in Aerospace Science; Biology; Chemistry, Physics and Atmospheric Sciences; Civil & Environmental Engineering and Industrial Systems & Technology; Electrical and Computer Engineering and Computer Science; Mathematics & Statistical Sciences; and Urban & Regional Planning, provides students with quality undergraduate and graduate experiential learning and training that incorporate an awareness of the professional social responsibilities to the community, with an appreciation for the importance of excellence and continued professional development. The College promotes the production of highly competitive graduates as judged by the highest academic standards in the fields of science, technology, engineering and mathematics (STEM), and lifelong learning.

A fundamental goal of CSET focuses on quality instruction to ensure our students are prepared for the 21st century and exposed to the research environment and discovery as early as possible in the undergraduate curriculum. Such exposure embellishes the development of the knowledge and skills required for groundbreaking research and professional development to enhance preparation for the workforce or graduate study. The aims of the CSET academic and research programs are to create a learning ecosystem that engenders undergraduate student success and redefines master's and doctoral program excellence for recognition and impact.

Moving forward, the College is constantly redefining and reshaping itself. CSET is confident that the Ph.D. programs in Chemistry, Engineering, Environmental Science, Computational & Data Enabled Science & Engineering and Urban and Regional Planning along with dedicated faculty and staff, strong emphasis on research, continued commitment to recruiting highly

motivated students and continued growth in other innovative programs, will have an inspiring effect on future scholars to want to engage in Science, Technology, Engineering and Mathematics (STEM) for their scholarly development and career outlook.

JSUOnline

Jackson State University's distance learning unit, JSUOnline, assures that planning, development, and implementation of distance education activities are in accordance with the mission of the University. One of Jackson State University's essential goals is to utilize distance learning to provide quality instruction to traditional and nontraditional students through the use of technological media. The JSUOnline team strives to utilize research and best practices in distance education to develop and maintain the distance learning courses as well provide students with helpful resources and information to transition from the traditional course environment to the distance learning course environment. Students are afforded the opportunity to earn a quality education any time across geographical boundaries.

Jackson State University offers undergraduate and graduate online programs. To support the quality of online courses and programs, JSUOnline provides academic and technical support to students and faculty through advising, online community building, online workshops, course design and development support.

GOAL A: Student Success: Jackson State University will become one of the most student-centered universities in the country by implementing relevant and appropriate Student Success strategies, developing students holistically and ensuring student return on investment.

OBJECTIVE A.1.: Increase first-to-second year retention rates by 25% over the next three years through the implementation of targeted academic support, proactive advising, and expanded student engagement initiatives.

A.1.1 STRATEGY: Expanding the use of predictive analytics to identify at-risk students by midterm.

- Output: Number of early alerts issued and followed up on by advisors.
- Efficiency: Early alerts addressed within five days on average.
- Explanatory: At the end of the Fall 2025 semester, 259 students (undergraduate and graduate) were on Satisfactory Academic Progress (SAP) Warning, and 97 students (undergraduate and graduate) were on SAP Termination.

A.1.2 STRATEGY: Requiring at least two academic advising sessions per semester for all first-time students.

- Output: Number of first-year students who participate in proactive advising sessions.

- Efficiency: Ratio of academic advisors to first-year students (1:175 advisor-to-student ratio)
- Explanation: In a survey of 757 first-year students enrolled in UNIV 100 in Fall 2024, 81.2% reported that they had at least one personalized advising session about the general education curriculum.

A.1.3 STRATEGY: Launching a Retention Task Force to monitor intervention outcomes.

- Output: Number of intervention review meetings held during the academic year and number of student cases review and tracked for retention interventions.
- Efficiency: Ratio of successfully retained students to total cases reviewed.
- Explanation: At the end of the Fall 2025 semester, 259 students (undergraduate and graduate) were on Satisfactory Academic Progress (SAP) Warning, and 97 students (undergraduate and graduate) were on SAP Termination.

GOAL B: Academic Prominence: Jackson State University will become one of the most respected and prominent academic institutions in the country by becoming a Top 10 U.S. News & World Report ranked HBCU, providing quality teaching using various modalities to develop technologically-advanced, ethical, and global leaders.

OBJECTIVE B.1.: Increase licensure passage rates of students enrolled in licensure pathway programs through holistic academic support.

Outcome: Twenty-five percent increase in the percentage of JSU completers eligible for licensure at the time of degree conferral (baseline AY 2023 – 2024) by 2030.

B.1.1. STRATEGY: Implement faculty-led licensure exam study groups and content review sessions embedded with upper-level coursework.

- Output: Number and percentage of licensure pathway courses that incorporate structured exam preparation sessions, and the number of students participating in them.
- Efficiency: Ratio of faculty hours spent on review sessions to the number of students served.
- Explanatory: Faculty-led review sessions have been reported by students to be more beneficial than student-led review sessions.

B.1.2. STRATEGY: Assist students who successfully complete licensure exam workshops or coursework by connecting them to low-cost exam preparation resources and external funding opportunities (e.g., state assistance, nonprofit support fee waivers).

- Output: Number/percentage of students successfully passing the licensure exam on the first attempt.
- Efficiency: Ratio of student supported through external partnerships or resources to total number of students needing financial assistance for licensure examinations.
- Explanatory: Students report financial barriers as a reason for delaying or avoiding licensure exams.

OBJECTIVE B.2.: Increase student participation in high-impact experiential learning activities across all academic programs to enhance career readiness, academic engagement, and real-world skill development.

B.2.1. : STRATEGY: Support opportunities for students to participate in experiential learning activities.

- Output: Number and percentage of students participating in at least one documented experiential learning activity each academic year.
- Efficiency: Ratio of experiential learning placements to program staff or faculty coordinators.
- Explanatory: Barriers to students' participation in experiential learning activities include time, funding, transportation, and awareness.

B.2.2. : STRATEGY: Increase student participation in internships to enhance real-world experiences and placement

- Output: Number and percentage of students who complete a documented internship before graduation.
- Explanatory: Number of students participating in external internships compared to the number of students participating in internal internships.
- Explanatory: Common barriers to internship participation reported by students include lack of paid opportunities, scheduling conflicts, limited local placements, and lack of awareness.

B.2.3. : STRATEGY: Increase student participation in student organizations to enhance student engagement and participation on campus.

- Output: Number and percentage of enrolled students who are active members of at least one registered student organization.
- Efficiency: Ratio of student engagement staff or advisors to the number of active student organizations and student participants.
- Explanatory: In a survey of 757 first-year students enrolled in UNIV 100 in Fall 2024, 54.4% of students reported that they were enrolled in any student organizations. Higher retention and student success may be related to student engagement and participation.

Mississippi Urban Research Center (MURC)

MURC's Legislative Mission

The Mississippi Urban Research Center (MURC) was authorized through Mississippi Senate Bill 2720, Chapter 512, Section 1, cited as the “Universities Research Institutes Act of 1983” (MS Code § 57-55-17 (2019)). That legislation states the function of MURC is to conduct basic and applied research into urban problems and public policy and make the results available to private groups, public bodies, and public officials. MURC can offer consultations and general advisory services concerning urban problems and their solutions, and conduct instructional and training programs with approval from the Board of Trustees of State Institutions of Higher Learning. As described in its enabling legislation, MURC is a research, training, and service entity with a primary focus of addressing urban issues and public policy.

MURC Alignment with University's Strategic Goals

- JSU *ELEVATE* Goal #3 (Research Excellence) --- Jackson State University will raise the level of research prominence by maintaining our “high research activity” status, increasing our research capabilities, impacting innovation and economic development, and providing opportunities for faculty and students to engage in collaborative research.

MURC GOAL # 1: Conduct research on issues impacting urban communities in Mississippi.

OBJECTIVE A.1: Identify common themes, barriers, problems, and issues impacting urban communities in Mississippi.

Outcome Measure: Increase research documentation that can be used by policy makers, community organizations, and individuals interested in improving the quality of life in Mississippi's urban communities.

A.1.1 STRATEGY: Conduct environmental scanning of problems, issues, and other factors impacting the quality of life in urban areas.

Output/Efficiency Measures:

- The number of information sources reviewed (e.g., news publications, research articles)
- The number of survey reports produced and/or reviewed
- The number of community and public policy forums attended discussing urban issues
- The number (and types) of issues identified as impacting urban communities in Mississippi

Explanatory Measures:

- The number of urban communities experiencing negative increases in selected quality of
- life indicators such as crime rates, blighted housing, unemployment rates, homelessness
- The number of urban communities experiencing positive increases in selected quality of
- life indicators such as population gains, jobs created, educational achievements
- The number of laws, rules, regulations, and policies designed to address issues identified

OBJECTIVE B.1: Prepare and disseminate research findings on those common themes, barriers, problems, and issues identified as impacting urban communities in Mississippi.

Outcome Measure: Increase research documentation that can be used by policy makers, community organizations, and individuals interested in improving the quality of life in Mississippi's urban areas.

B.1.1 STRATEGY: Utilize MURC staff, along with internal and external collaborators, to prepare research reports and other documents presenting findings on issues impacting urban areas.

Output/Efficiency Measures:

- The number of research briefs, reports, articles, and other documents produced.
- The number of data snapshots and other data visualization publications produced.
- The number of research forums, symposiums, and workshops where MURC research is presented.
- The number of grant proposals submitted addressing issues identified in research findings and reports produced by MURC.
- The number of JSU- and non-JSU research collaborations involving MURC.

Explanatory Measures:

- The number of references, citations, referrals, and/or quotes used by individuals and organizations referring to research conducted by MURC.
- The number of news stories discussing problems and issues researched by MURC addressing urban communities in Mississippi.
- Changes in socio-economic indicators reflecting the quality of life in urban communities at the national, state, and local levels (e.g., housing, employment, education, infrastructure, crime, population).

OBJECTIVE C.1: Conduct community forums examining and presenting research on current issues impacting the quality of life in Mississippi's urban areas.

Outcome Measure: Increase the number of internal and external groups and individuals who are using research to successfully address problems and issues impacting the quality of life in Mississippi's urban areas.

C.1.1 STRATEGY: Utilize JSU faculty, staff, students, and non-JSU personnel to participate at community forums discussing their research and/or experiences on issues impacting urban communities.

Output/Efficiency Measures:

- The number of JSU faculty, staff, and students participating at community forums.
- The number of non-JSU personnel participating at community forums.
- The number of research collaborations established at community forums.
- The number of research presentations made at community forums.
- The number of grant proposals submitted for funding addressing issues discussed at community forums.

Explanatory Measures:

- The number of references, citations, referrals, and/or quotes used by individuals and
- organizations discussing issues addressed at the community forums.
- The number of news stories, research publications, and other documents addressing issues discussed at the community forums.
- Changes in socio-economic indicators reflecting the quality of life in urban communities at the national, state, and local levels (e.g., housing, employment, education, infrastructure, crime, population).

Student Success

The Student Success Unit at Jackson State University was established to rethink the way that the university delivers advising and academic support services, in an effort to increase retention and graduation rates. In order to effectively do so, our goal is to pilot, evaluate, revise and scale initiatives to eliminate barriers to student success.

The overall goal for student success as identified in the *JSU Elevate Strategic Plan*. Per the *JSU Elevate Strategic Plan* “Jackson State University will become one of the most student-centered universities in the country by implementing relevant and appropriate student success strategies, developing students holistically, and ensuring student Return on Investment (ROI).”

Student Success at Jackson State University comprises the following departments:

1. Quality Enhancement Plan (QEP): Re-envisioning Orientation, Advisement, and Retention,
2. University Academic Advisement Center
3. College Success Advisors Team
4. Center for Faculty Development for Student Success and
5. DuBois-Harvey Honors College.

Division of Student Affairs

The Division of Student Affairs is committed to fulfilling the mission of the University by engaging our students in programs, activities and services that will create transformative learning experiences that will enhance their personal, professional and social growth. The primary focus of the Division has been to establish strong mutually supportive working relationships across division lines, upgrading the quality of department leadership by participating in professional leadership training.

The leadership team was charged with assessing their department programs, events and activities to determine the overall learning outcomes. The results of the assessments have allowed the leadership team to implement innovative ways to reach our students. Overall, this report demonstrates the Division's accomplishments and commitment to the students through continued hard work, creativity, and teamwork.

Accessible Education and Resource Center

In alignment with Jackson State University's commitment to academic excellence, inclusive engagement, and holistic scholar development, the Accessible Education and Resource Center (AERC) is implementing a comprehensive strategy to advance equity and access for scholars with disabilities. Through intentional design and data-driven approaches, this initiative addresses key priorities across three institutional goals: enhancing student success, promoting academic prominence, and enriching campus culture. By expanding support services, integrating Universal Design for Learning, and elevating visibility through strategic outreach and storytelling, the AERC aims to empower scholars with disabilities to persist, thrive, and graduate career-ready. These efforts underscore JSU's dedication to fostering a collaborative environment.

University Goal 1: Student Success

Objective 1: Expand access and retention support services for scholars with disabilities to promote academic persistence and degree completion.

- **Strategy A:** Implement a secure digital platform that supports accommodation requests, documentation uploads, approvals, communication, and data tracking for scholars with disabilities.
 - **Strategy B:** Launch a web-based, interactive orientation course titled "*Seeking Accommodations*" for new and returning scholars approved for services.
 - **Strategy C:** Develop outreach efforts with local high schools to assist students with IEPs/504s in transitioning to college, including hosting annual events and virtual info sessions.
- Strategy D:** Facilitate scholar transition from college to career by collaborating with Career Services and employers to provide

tailored support, including mock interviews, resume prep, and inclusive hiring sessions.

Performance Measures:

- 90% of approved scholars will complete the orientation course by Spring 2026.
- Increase new accommodation applications from first-year scholars by 20% by Fall 2027.
- Host two transition-to-college and two career readiness workshops annually.
- Digital accommodation platform fully operational by Fall 2026.

University Goal 2: Academic Prominence

Objective 2: Integrate inclusive practices across instructional and support environments to ensure full academic engagement.

- **Strategy A:** Collaborate with JSU Online to embed Universal Design for Learning (UDL) practices into academic programs.
- **Strategy B:** Provide individualized faculty consultations and accessibility audits for syllabi and course materials.
- **Strategy C:** Offer targeted professional development workshops for faculty on accessible teaching, assistive technology, and academic inclusion.

Performance Measures:

- Three academic departments engaged annually in inclusive course design reviews.
- Deliver three accessibility workshops per academic year with increasing faculty participation.
- At least twenty course syllabi reviewed and revised for accessibility by 2028.

University Goal 3: Improve Campus Culture and Enhance the JSU Brand

Objective 3: Promote a campus culture of equity, inclusion, and visibility for scholars with disabilities.

- **Strategy A:** Host campus-wide disability inclusion events such as American Sign Language Day and National Disability Awareness Month, in collaboration with student organizations.

- **Strategy B:** Launch an annual accessibility impact report highlighting utilization data, success stories, and strategic outcomes.
- **Strategy C:** Partner with alumni and currently enrolled scholars with disabilities to feature their stories via JSU's digital and social media platforms.
- **Strategy D:** Collaborate with campus emergency management to ensure disability-inclusive response planning.
- **Strategy E:** Ensure all AERC staff participate in annual professional development focused on disability law and service delivery.

Performance Measures:

- Host three major awareness events per year with at least 100 student participants.
- Publish annual AERC Accessibility Impact Report starting FY2026.
- Feature two scholar/alumni success stories per semester via JSU media.
- 100% of AERC staff to complete 8+ hours of annual professional development.

Alice Varnado Harden Center for Service and Community Engaged Learning

The mission of Jackson State University's Alice Varnado Harden (AVH) Center for Service and Community Engaged Learning is to engage faculty members, students, and community partners in endeavors that combine community service with academic learning. Service-Learning aims to further faculty research and teaching, enhance students' education, and build community partnerships that create a win-win for all parties involved. The learning environment at Jackson State University is enriched through experiential learning, as stated in the university's core values. The Center for Service aims to cultivate positive change by providing a wide range of programs and services that promote civic engagement.

DEPARTMENT GOALS

1. Continue growth within the center by enhancing current programs and services. Linkage: Division Goals:1,2,3;
University Goals: 1,2,4,5
2. Enhance and grow the service-learning program.
Linkage: Division Goals:1,2,3; **University Goals: 1,2,4,5**

3. Enhance and grow the community service program and increase the number of projects on and off campus.

Linkage: Division Goals:1,2,3; **University Goals: 1,2,4,5**

The AVH Center for Service goals align with the Division goals as we seek to provide students with service projects that supports the students' academic requirement to complete service hours upon graduating from the university. We strive to plan programs to meet the needs and interests of our students to increase student engagement. The Center for Service's staff host orientations for students and faculty members to increase their knowledge of our office's services. The Center for Service staff engages in professional developments and networking meetings to increase and develop best practices to enhance the overall student, faculty, and community partners experience. As a result of implementing best practices that will strengthen our constituents' experience, the Center for Service uses additional resources that allow our office to communicate with students and community partners effectively.

The Center for Service goals align with the Strategic Plan goals as we aid to provide our students with an experience that supports the overall success of our students. With the enhancement of both the Service Learning and Community Service programs, our department goal is to continuously offer our students a wide range of research and field experience opportunities to support their academic experience. As we aim to enrich the community service program and projects, our department prides itself in planning projects that allow students to showcase and increase their Tiger Pride through civic engagement.

Career Services Center

The mission of the Jackson State University Career Services Center (CSC) is to provide career services in a supportive and proactive manner for the Jackson State University community; to include information on career choices, graduate and professional school, internship, and employment opportunities. The Center also provides effective and efficient services to employers through recruitment programs and activities. The Career Services Center aims to be a comprehensive career information and preparation resource for students, graduates, and alumni. We seek to guide students through the process of career goal setting and attainment: providing outstanding career development services and utilizing best practices. By guiding students, graduates and alumni, while educating them on making informed career choices, decisions, and contributions in a global society. The role of the Career Services Center is to ensure the students at Jackson State University are provided the necessary programs, resources, and services from their freshman year to their senior year and beyond to be successful in their future career endeavors.

DEPARTMENT GOALS

1. The Career Services Center will increase the number of students utilizing career services during their matriculation to explore, identify, evaluate and implement effective and realistic career development plans.

Division Goals- 1,2,3,4,5; **University Goals-1,2,5**

2. The Career Services Center will increase the number of full-time and internship career opportunities for students to explore, clarify, and build career skills by accessing a broad range of employers and employment information.

Division Goals- 1,2,3,4,5; **University Goals-1,2,5**

3. The Career Services Center will partner with Academic Affairs to build collaborative relationships with the academic colleges and university-wide constituents (deans, department chairs, faculty and staff) to promote student participation in the center's programs, activities, and resources.

Division Goals- 1,2,3,4,5; **University Goals-1,2,5**

The Career Services Center sets its goals to align with the goals of the Division Goals and Strategic Plan Goals. The center's programming focuses on supporting and enhancing the student holistically, by focusing on their professional, and personal needs to prepare for success in the outside world and to ensure students get a return on their investment from their educational experience at Jackson State University. To actively engage students, programs and events are planned throughout the year, including Career and Graduate School Fairs, Teacher Fair, and Professional Development Seminars. On-campus partnerships and collaborations with academic departments help to promote our services to students and faculty. The building of relationships outside constituents such as employer partners and graduate recruiters further helps us to provide relevant internship and career opportunities for our students. To promote best practices, the staff participates in ongoing professional development, both on and off campus, attending state and national conferences. The staff provides quality service in an efficient and effective manner to help nurture and develop students. Finally, the center is focused on creating and promoting a transformative experience to ensure all students are supported in their academic endeavors and continuous growth.

Center for Student Engagement and Leadership

The Center for Student Engagement and Leadership (CSEL) is dedicated to cultivating diverse experiences by providing programs and services that support holistic student growth and development. CSEL is an integral entity within the division of Student Affairs having an emphasis in curating a dynamic student experience by identifying and introducing co-curricular opportunities that are accessible to students that align with their interests and also enhances student success, campus culture, and the Jackson State University brand.

CSEL seeks to create transformational experiences which nurture the personal, professional, scholastic, and ethical development of students through leadership, innovative programming, and co-curricular involvement. Core areas that are overseen by CSEL are: *Clubs & Student Organizations, Student Government Association, Leadership Class Councils, Fraternity & Sorority Life, Campus Activities Board, Royal Court, Tiger Team (Welcome Week) Leaders, and many other entities.* By participating in programs and activities sponsored by CSEL, students will be able to (a) identify the concept of leadership as a set of skills and use those skills to effect positive change; (b) Build meaningful and diverse relationships; (c) demonstrate congruence

between their values and their actions; (d) demonstrate a commitment to community service and civic engagement; and (e) be exposed to ideas, values, and beliefs that are different than those of their own. CSEL is committed to developing the best student leaders who exemplify and embody the spirit of Jackson State University.

GOALS

- To become a national model & premiere student activities/ engagement & leadership brand in-person and virtually - **University Goal 6**
- To enrich the educational experience of first- year and returning students through high quality programming, mentorship and learning communities. - **University Goals 1, 2, &6**
- Develop cultural & inclusive workshops and programming with intentional that celebrates the intersectionality of reflective student population - **University Goals 1&6**
- Advance student success by fostering learning environments that develop leadership competencies. - **University Goals 1&2**
- Enhance & elevate digital and technical platforms that are accessible to support student organizations and their involvement **University Goals 1&6**
- Create opportunities for students to engage with campus and community partners in an effort to increase civic engagement while fostering a commitment to service **University Goals 1&6**
- Promote the holistic development of students through innovative programs, activities, and initiatives. **University Goals 1&6**

Dean of Students Office

The Dean of Students Office ensures students are at the forefront of the planning, as well as execution of developing policies and procedures for student rights and responsibilities. Additionally, The Dean of Students Office staff has established continued partnerships for community programs from a city, state, and nationwide perspective. Further, a Dean of Students Office staff member is involved on a Student Affairs national organization leadership team. In relationship to professional development, the Dean of Students Office staff participates in continual professional development opportunities throughout the academic year. On the other hand, as it relates to intentional communication plans, the Dean of Students Office incorporates the Student Handbook into student's PAWS account under the 'student' tab to improve accessibility of the document. The following information encompasses accomplishments, challenges and next steps for the Dean of Students Office.

The Dean of Students Office student learning outcomes are aligned with the following Strategic Plan and Division of Student Affairs Goals:

- **Goal #1:** Provide comprehensive programs and procedures to address student conduct and conflict resolution. **University Goals 1&6**
- **Goal #2:** Contribute to student development, leadership, community and diversity through educational programming efforts. **University Goals 1&6**
- **Goal #3:** Meet and promote the fiscal, ethical, and legal standards of the University, Division and profession. **University Goals 1&6**

Health Center

The purpose of the Health Center is to enhance the educational mission of the university by making health care services more accessible for its students with physical illnesses, emotional distress and disabilities. The purpose is also to increase health literacy in the broader community by sponsoring health promotional activities, mentoring students in health-related fields and participating in research for the creation of new knowledge.

Goal 1: The Health Center is seeking collaborations with local medical assistant training academies to provide their students with clinical hours to assist us with COVID and other communicable disease testing as well as with triaging patients. In addition, the Health Center will continue to provide services that –enhance the overall health and well-being of students and employees, including special student populations i.e., band and athletics. **University Goals 1 & 2, 4**

Goal 2: The Health Center will use its enhanced Title IX funding to expand staff to conduct increased in-house laboratory testing and record keeping required to sustain and expand grant activities. Funds will also be used to update aging and worn equipment. **University Goals 1, 3, & 5**

Goal 3: The Health Center has initiated a partnership with the Jackson State University National Institute of Neurological Disorders and Stroke (NINDS) Scientific Research Preparatory Program that allows selected JSU students to participate in clinical shadowing experiences with clinicians in the clinic and surrounding community. We hope to mentor at least six (6) students this year. **University Goals 1, 2, & 3**

Goal 4: Connect with JSU Athletics and the JSU Band Program to create more opportunities for student athletes and band students to be educated and aware of mental health and interpersonal violence. **University Goals 1, 2, 4, & 6**

Housing and Residence Life

The Department of Housing and Residence Life at Jackson State University is dedicated to fostering a safe, inclusive, and dynamic residential experience that supports the holistic development of every student. We recognize that where students live greatly influences how they learn, grow, and connect. Our purpose is to cultivate living environments that not only provide comfort and security, but also actively contribute to academic achievement, leadership development, and a deep sense of belonging.

Grounded in the legacy and values of our HBCU tradition, we are committed to operating with integrity, equity, and accountability. We serve as a critical support system that empowers students to navigate their college journey with confidence, compassion, and purpose. Through intentional programming, responsive services, and inclusive community-building, we prepare students to become thoughtful leaders and engaged citizens.

Mission

We provide safe, inclusive living environments and engaging programs that empower students to thrive academically, socially, and personally

Vision

To be a nationally recognized leader in student housing, driving innovation, inclusive excellence, and purpose-driven leadership.

Values – WE THRIVE

Teamwork – Collaborating for shared success

Holistic Growth – Supporting all aspects of student development

Respect & Responsibility – Upholding integrity and accountability

Inclusivity & Innovation – Embracing diversity and creative solutions

Visionary Leadership – Cultivating future change-makers

Excellence & Empathy – Striving for quality with compassion

Integrity Statement

At Jackson State University Department of Housing and Residence Life, we are committed to upholding the values of integrity that are deeply rooted in our HBCU tradition. We operate with transparency, fairness, and respect for diversity in all our interactions. By creating an environment grounded in our university's core values, we empower students to thrive academically, socially, and personally, ensuring a transformative residential experience.

Operational Excellence & Strategic Improvement

The Department of Housing and Residence Life is committed to improving internal processes to better support students and align with institutional goals. Key areas of focus include:

Data-Driven Decision-Making - University Goal 1, 6

- Train staff in data literacy and standardized KPIs (e.g., occupancy, satisfaction, maintenance).
- Implement regular assessment cycles to measure program effectiveness and student success.

Technology Integration- University Goal 1, 6

- Streamline operations using housing management software.
- Use dashboards for analytics and forecasting.
- Enhance communication through mobile and digital tools.

Operational Efficiency- University Goal 1, 6

- Optimize workflows for maintenance, custodial, and incident reporting.
- Establish service benchmarks and continuous feedback loops.

Staff Development- University Goal 1, 6

- Provide ongoing training in leadership, and crisis management.
- Develop comprehensive onboarding and training materials.

Campus and Facility Improvements- University Goal 1, 5, & 6

- HVAC and other equipment upgrades
- Aesthetics, signage, flooring, & painting

Strategic Next Steps**Organizational Restructuring- University Goal 1, 6**

- Review and clarify departmental roles, structure, and reporting lines.
- Realign resources to prioritize high-impact programs.

Campus Partnerships- University Goal 1, 6

- Collaborate with Academic and Student Affairs to expand faculty involvement, wellness support, and co-curricular integration.
- Work with Institutional Research to align housing data with university-wide assessments.

Student Engagement & Belonging- University Goal 1, 6

- Develop themed living-learning communities.
- Expand peer mentoring and leadership programs.
- Use student feedback to refine engagement strategies.

Latasha Norman Center-Counseling Services

The Latasha Norman Center (LNC) for Counseling Services' goal is to reach as many students, faculty, and staff as possible in order to combat any mental, psychological, and interpersonal distress that students, faculty, and staff may experience. The mission of the LNC is to provide services and outreach programming that can assist Jackson State University (JSU) students as they transition and seek assistance with building their problem-solving skills, managing relationships, and becoming more independent and confident as students and global citizens. We strive to provide individual and group counseling services, consultation services, workshops, trainings, and support services in collaboration with other campus entities and resources in alignment with JSU's overall mission. The LNC will be able to sustain various programming efforts and provide services to those in need through the 2024-2028-time frame.

Objectives

- Participate in professional development to enhance and expand use of various evidence-based modalities and techniques. **University Goals 1&6**
- Use Zoom video platform as a HIPAA-compliant software to provide services to students. **University Goals 1&6**
- Utilize the peer educator program to spearhead and implement programs each fall and spring semesters. **University Goals 1,2, &6**
- Collaborate with campus partners to execute programming on topics related to mental health and interpersonal violence. **University Goals 1, 2, &6**
- Connect with JSU Athletics and the JSU Band Program to create more opportunities for student athletes and band students to be educated and aware of mental health and interpersonal violence. **University Goals 1,2,4, &6**
- Connect with JSU Online to create online training modules for faculty and staff to access.
- Work with JSU Human Resources, Employment Assistance Program, and University Communications to develop wellness campaigns.
- Work with JSU Human Resources, Public Safety, and General Counsel on reviewing and developing more trauma-informed protocols to respond to safety-related issues.

Veteran and Military Student Support Center

The mission of the Veteran and Military Student Support Center is to support the mission of the Division of Student Affairs through the development and implementation of services designed to provide student support focused on the needs and requirements of today's military veterans, service members, dependents and survivors. The Office of Veteran and Military Student Support is responsible for overseeing the University's compliance for the Department of Defense, the United States Department of Veterans Affairs, and other educational funding sources for service members and their dependents.

Departmental Goals

Goal 1: Compliance will be maintained through federal policies set forth by the Department of Defense (DoD), the United States Department of Veterans Affairs, and the Mississippi State Veterans Affairs Board-State Approving Agency to ensure that the University is eligible to accept the G.I. Bill and other military funding sources.

- Adhering to federal policies and laws is paramount to ensuring compliance with governing bodies that support the use of military funding sources at institutions of higher learning. Failure to maintain compliance would result in Jackson State University being prohibited from receiving military funding from eligible students to support academic outcomes and endeavors. Staff will continue to ensure all of the University's compliance with military sources, DoD and VA.
- Staff in the Office of Veteran & Military Student Support will maintain compliance by completing the annual training requirements for School Certifying Officials through the attendance of national conferences, virtual VA Office hours, and in-person training.
- Files will be maintained and stored in accordance with policies mandated by the U.S. Department of Veterans Affairs and the Department of Defense (DoD) to ensure successful audits and survey visits.

- Staff will be committed to student success and student centeredness by collaborating with other units across the campus, including faculty/Academic Affairs to ensure that students are supported and assisted from admissions and onboarding throughout matriculation to graduation.
- Staff will be visible and represented at events in conjunction with the Division of Enrollment Management such as, Orientation, Open House, Parent and Family Sessions, Welcome Week, Freshmen and Transfer Student Orientation and other resources fairs hosted throughout the academic year to promote recruitment and retention of Jackson State University students.
- Staff will meet quarterly with the Bursar to ensure that financial information is shared concerning military affiliated students who will receive funding contributions to the University. It will be the intent to streamline all financial processes for military affiliated students as long as proper documentation is submitted and verified; additionally, the School Certifying Official monitors the account ledgers for military students to ensure accuracy and timely updates when funding is received.

Goal 4: The Office of Veteran and Military Student Support will work in collaboration with other institutional units to streamline procedures for military affiliated students and to provide education and training resources for faculty and staff concerning issues relevant to serving military affiliated students.

Goal 5: The Center will provide services and outreach that support and enhance the overall collegiate experience for military affiliated students at Jackson State University.

Division Goal(s) #1, 2, 5

- Staff will increase the use of technology to provide enhanced virtual services to students. Additionally, staff will enhance online processes for submitting documentation to accommodate distance learners and implement a paperless process for intake and certification processing.

Student Center Operations

Student Center Operations remains committed to fostering an inclusive, student-focused environment by maintaining a safe, welcoming, and accessible hub for all of campus to enjoy and explore. The Student Center Operations team plays a key role in ensuring that the facility supports student engagement, leadership development, and a sense of belonging for all who experience our JSU Student Center. Scholars are actively involved and considered within our everyday operations, space utilization, event planning, and contributing to future improvements and strategic planning initiatives.

Additionally, Student Center Operations maintains healthy partnerships with both internal departments and external vendors to provide dynamic, student-centered programming and facility usage holistically. A team member from Student Center Operations also serves on a regional leadership committee focused on Student Center Management and best practices.

Regarding professional development, the Student Center Operations staff consistently engages in training sessions, conferences, and peer learning groups to stay current with trends within campus operations, customer service, effective communications, event management, event planning, and overall sustainability. As part of intentional communication efforts, the Student Center Operations team implemented digital signage and digital updates to inform students, internal and external partners of services, hours of operations, upcoming events, and continuously enhancing real-time access to critical information and updates.

The following section highlights the accomplishments, challenges, and next steps for Student Center Operations.

The Student Center Operations student learning outcomes align with the following Strategic Plan and Division of Student Affairs Goals:

- Goal #1: Deliver efficient, student-centered operational management of events, venue space reservations, and overall support for all. **University Goals 1 & 6**
- Goal #2: Create inclusive and accessible spaces that foster positive experiences for scholars, internal and external partners, community, leadership development, and overall Student Center Operations engagement. **University Goals 1 & 6**
- Goal #3: Promote sustainability, fiscal responsibility, and adherence to University, Division, and industry standards. **University Goals 1 & 6**

Goal III: Research Excellence

Research Excellence: Jackson State University will raise the level of research prominence by maintaining our “high research activity” status, increasing our research capabilities, impacting innovation and economic development, and providing opportunities for faculty and students to engage in collaborative research.

Statewide Benchmarks Addressed: Commercialization of Academic Research

OBJECTIVE A.1.: To diversify research funding ensuring alignment with university, state, and federal priorities.

Outcome: To continue garnering approximately \$45M - \$60 per year in external research funding from various funding sources.

A.1.1. STRATEGY: Enhance faculty engagement by establishing research development as a core service, streamlining support services, and providing research incentives.

- **Output:** The number of research proposals submitted by JSU faculty and staff, the number of proposals externally funded, and the number of faculty and staff submitting proposals.
- **Efficiency:** A 2% increase in the number of proposals submitted annually, a 2% increase in the number of proposals funded annually, and a 2% increase in the number of faculty and staff submitting proposals annually.
- **Explanatory:** Availability of eligible funding opportunities, the capacity to conduct and manage the research, and access to proposal editors/reviewers.

A.1.2. STRATEGY: Foster interdisciplinary, multidisciplinary, and industry-engaged research collaborations to expand JSU’s research enterprise and national competitiveness.

- **Output:** Number of subcontracts and subawards received from external institutions, Number of collaborative proposals submitted involving JSU faculty and external partners, Number of JSU faculty and staff engaged in interdisciplinary or multi-institutional research collaborations, Number of active consortia memberships with research-producing organizations or industry partners, and number of joint research programs, initiatives, or scholarly activities implemented.
- **Efficiency:** A 2% increase in the number of subcontracts/subawards, a 5% increase in collaborative activities, and a 5% increase in the number of industry research collaborations.
- **Explanatory:** Availability of collaborative funding opportunities the fits JSU’s research expertise.

A.1.3. STRATEGY: To foster research engagement by providing faculty and staff with incentives and professional development opportunities.

- **Output:** The number of incentive programs available to faculty and staff, the amount of funds available for release time and faculty summer salary, and the number of professional development opportunities for faculty and staff.
- **Efficiency:** A 5% increase in opportunities for faculty and staff to be incentivized to engage in research activities, a 5% increase in support for summer salary and release time, and a 10% increase in professional development opportunities for faculty and staff.
- **Explanatory:** Availability of funds to support the incentive programs.

OBJECTIVE A.2: Increase technology transfer and research translation activities that yield measurable innovation, commercialization, and societal impact.

A.2.2. STRATEGY: Provide entrepreneurial training and facilitate access to funding to enable faculty to advance the commercialization of university-generated intellectual property.

- **Outputs:** Number of invention disclosures submitted, Number of patent applications filed, Number of patents awarded, Total amount of follow-on funding secured (e.g., SBIR/STTR, venture, licensing), and Number of start-ups formed from university-developed technologies.
- **Efficiency:** 2% increase in invention disclosures, 1% increase in patents filed, 5% annual increase in follow-on commercialization funding received; 1% annual increase in start-up formation by faculty and research teams.
- **Explanatory:** Availability of core instrumentation, prototyping tools, and other infrastructure necessary for product development and technology readiness, Institutional support for identifying commercialization pathways and market opportunities.

OBJECTIVE A.3: Implement and streamline research administration processes and policies to strengthen accountability, enhance transparency, and ensure full compliance with university, state, and federal regulations.

Outcome: Achieve improved fiscal and programmatic compliance across all sponsored programs and research-related activities.

A.3.1. STRATEGY: Leverage Cayuse Sponsored Programs and Human Ethics modules, along with the Banner grants module, to modernize workflows and improve compliance tracking and reporting.

- **Output:** Absence of major compliance findings during Single Audits or Site Monitoring Visits conducted by funding agencies.
- **Efficiency:** Demonstrable increase in operational efficiency within Sponsored Programs, Grants and Contracts, and Research Compliance units (e.g., reduction in processing time, error rate, or audit flags).
- **Explanatory:** Adequate staffing capacity to accommodate and manage growing federal and institutional compliance requirements.

A.3.2. STRATEGY: Ensure ongoing professional development and training for research administration and compliance staff to maintain high standards of operational integrity.

- **Output:** Strengthened research compliance program as evidenced by internal audits, training completions, and reduced non-compliance incidents.
- **Efficiency:** Increased number of staff and faculty trained annually in key compliance areas such as Human Subjects Research, Conflict of Interest (COI), Conflict of Commitment (COC), Responsible Conduct of Research (RCR), and Biosafety.
- **Explanatory:** Availability and accessibility of documented training modules and records for all faculty and staff engaged in research.
- **Explanatory:** Access to targeted training and mentorship on intellectual property protection, market assessment, and commercialization, Availability of internal seed funding and commercialization grants, and supportive policies and streamlined processes to facilitate disclosure, protection, and licensing of innovations.

Athletics Prowess through Enhanced Program Support

Division of Athletics

The mission of the Division of Athletics at Jackson State University (JSU) is to conduct an athletics program that promotes and protects the comprehensive educational welfare of student-athletes while fostering athletic competitiveness, promoting leadership development, community involvement, and campus integration through idea generation, innovative use of technology, knowledge acquisition, and the provision of fair equitable opportunity for all.

Building on Tradition and Blazing New Trails, the Division of Athletics serves as a model program, both academically and competitively, for NCAA Division I athletics by developing a national reputation of excellence and the ability to attract and retain quality staff and student-athletes.

The philosophy of the Jackson State Division of Athletics is based on the belief that intercollegiate athletics is an integral part of the university's overall educational platform and contributes to the development of its student-athletes. The Division of Athletics has a unique opportunity to be a positive influence on the lives of everyone associated with the program: student-athletes, faculty, staff, alumni, and friends.

The athletic program's top priority is its student-athletes. Proper direction and motivation will help them grow academically, athletically, and socially. The ultimate goal is to provide each student-athlete with the tools necessary to be successful in life. A sound athletic program should benefit the institution through its effects on student-athletes, faculty, staff, alumni, and the institution itself. Specifically, it should help to maintain and improve the loyalty and the pride of the student body, aid in strengthening the pride and enthusiasm of the alumni, serve as a favorable public relations factor, and provide the generally accepted benefits to the participants.

Standards of excellence should be maintained throughout all phases of the program of intercollegiate athletics. These standards should apply to the caliber of the ability of the participants; the qualifications for admission, enrollment, and retention of student-athletes; the number and variety of intercollegiate activities sponsored and supported by the University; qualifications of the coaching staff; the quality of equipment used; and the levels of safety and concern for the welfare of the participants.

The administration of the athletic program is the duty and responsibility of the Vice President/Director of Athletics who acts as an agent of the university in seeing to it that administrative decisions reflect established policy. At the same time, the VP/Director acts as an agent of his staff in communicating their views to the Board of Trustees and the President. The President is the campus authority responsible for integrating and implementing athletic policy matters with the policy set by the Board of Trustees.

In regard to the coaching staff and in keeping with the educational purposes of the athletic program, each coach's goal should be the total development of student-athletes and observance of the letter and spirit of the rules and regulations of the NCAA. Judgments concerning hiring, promotion, or termination should be based on the ability of the coaches to carry out this function as outlined in the NCAA Manual.

The Jackson State University Division of Athletics is committed to compliance with both the spirit and the letter of all policies, rules, and regulations of the NCAA, the Southwestern Athletic Conference, and the Institution. Such commitment is evident in ongoing compliance education initiatives at all head coaches' meetings, athletic department meetings, and student-athlete meetings.

The Division of Athletics sponsors 17 varsity sports:

• Baseball	• Softball
• Men's Basketball	• Women's Basketball
• Men's Tennis	• Women's Tennis
• Men's Track Indoor	• Women's Track Outdoor
• Men's Cross Country	• Women's Cross Country
• Men's Track Outdoor	• Women's Track Outdoor
• Football	• Women's Bowling
• Women's Soccer	• Women's Volleyball
• Cheerleading	

GOAL A: Maintain a Culture of Academic Success

OBJECTIVE A.1: Provide every student-athlete with the academic support, resources, and guidance needed to earn a degree and prepare for success after graduation.

Outcome: Increase the number of student-athletes who graduate within five years.

Outcome: Improve academic standing and degree progress across all athletic programs.

A.1.1. STRATEGY: Provide individualized academic support that helps student-athletes stay on track toward graduation.

- **Output/Efficiency:** Number and percentage of student-athletes graduating within five years.
- **Output/Efficiency:** Number of student-athletes identified as academically at risk.
- **Output/Efficiency:** Percentage of student-athletes meeting Progress Toward Degree (PTD) requirements each semester.

- **Explanatory:** Increasing academic demands and time commitments associated with Division I athletics
- **Explanatory:** Student-athlete retention and transfer portal activity
- **Explanatory:** Academic support personnel

A.1.2. STRATEGY: Enhance the Academic Support Center through services, technology, and academic development programming.

- **Output/Efficiency:** Number of tutoring sessions, study hall programs, and life-skills workshops offered annually.
- **Output/Efficiency:** Student participation rates in academic support programs.
- **Output/Efficiency:** Number of student-athletes receiving access to updated academic technology and software.
- **Output/Efficiency:** Student satisfaction with academic support services.
- **Explanatory:** Rising costs of academic technology and software.
- **Explanatory:** Availability of qualified tutors and academic specialists
- **Explanatory:** Securing funding for facility and technology upgrades

OBJECTIVE A.2: Position Jackson State Athletics as a leader in student-athlete academic achievement by consistently exceeding NCAA academic performance standards and maximizing opportunities for academic recognition and revenue distribution.

Outcome: Maintain an Academic Progress Rate (APR) above the NCAA benchmark of 930 in every sport.

Outcome: Sustain a Graduation Success Rate (GSR) of at least 80%.

Outcome: Earn NCAA academic revenue distribution opportunities through consistent academic achievement.

A.2.1. STRATEGY: Strengthen academic advising by improving access to academic counselors and increasing individualized support for student-athletes.

- **Output/Efficiency:** Improved student-athlete-to-counselor ratio.

- **Output/Efficiency:** Increased academic advising contacts and intervention meetings.
- **Output/Efficiency:** Reduction in the number of academically at-risk student-athletes.
- **Explanatory:** Funding limitations for additional academic staff
- **Explanatory:** Recruiting and retaining qualified academic advisors

A.2.2. STRATEGY: Implement a proactive academic monitoring system to track APR, retention, eligibility, and degree progress across all sports.

- **Output/Efficiency:** Number of teams exceeding NCAA APR benchmarks.
- **Output/Efficiency:** Percentage of student-athletes maintaining eligibility and meeting PTD requirements.
- **Output/Efficiency:** Improved retention and graduation rates among student-athletes.
- **Output/Efficiency:** Regular APR forecasting reports provided to coaches and athletics leadership.
- **Explanatory:** Impact of transfers and roster turnover on APR performance
- **Explanatory:** NCAA eligibility and Progress Toward Degree requirements

PROGRAM 2: Student-Athlete Welfare and Support

GOAL B: Enhance the Student-Athlete Experience

OBJECTIVE B.1: Equip student-athletes with the knowledge, resources, and digital tools needed to maximize Name, Image, and Likeness (NIL) opportunities while increasing the visibility of Jackson State Athletics.

Outcome: Increase awareness and utilization of NIL opportunities among student-athletes.

Outcome: Expand the visibility and engagement of JSU Athletics across local,

regional, and national audiences.

Outcome: Strengthen the Jackson State Athletics brand through strategic digital storytelling and content creation.

B.1.1. STRATEGY: Leverage innovative technology platforms and digital media channels to promote student-athletes, athletic programs, coaches, and staff.

- **Output/Efficiency:** Growth in social media followers, engagement, and digital impressions.
- **Output/Efficiency:** Increased NIL participation and educational opportunities for student-athletes.
- **Output/Efficiency:** Expanded media exposure through television, radio, streaming, and social media platforms.
- **Explanatory:** Staffing limitations and evolving digital media demands.

OBJECTIVE B.2: Promote the mental health and overall well-being of student-athletes by providing access to comprehensive support services and wellness resources.

Outcome: Improve student-athlete well-being, resilience, and quality of life.

Outcome: Increase awareness and utilization of mental health services.

Outcome: Foster a culture that prioritizes mental wellness and personal development.

B.2.1. STRATEGY: Develop partnerships with healthcare providers and campus resources to deliver accessible mental health counseling, education, and wellness programming.

- **Output/Efficiency:** Increased participation in mental health and wellness programs.
- **Output/Efficiency:** Improved student-athlete satisfaction with support services.
- **Output/Efficiency:** Positive trends in academic engagement, retention, and overall student-athlete success.
- **Output/Efficiency:** Increased availability of licensed mental health

professionals for student-athletes and athletics staff.

- **Explanatory:** Limited availability of licensed sports psychologists and mental health professionals.

OBJECTIVE B.3: Provide the resources, support, and development opportunities necessary for athletic programs to compete for conference championships and sustained competitive success.

Outcome: Consistently rank among the top athletic programs in the Southwestern Athletic Conference (SWAC).

Outcome: Achieve a top-three finish in the SWAC Commissioner's Cup standings.

Outcome: Consistently compete among the top athletic programs in the Southwestern Athletic Conference (SWAC).

Outcome: Increase conference championships, postseason appearances, and national recognition.

B.3.1. STRATEGY: Invest in personnel, resources, and student-athlete development initiatives that support recruiting, retention, and competitive excellence.

- **Output/Efficiency:** Number of conference championships won.
- **Output/Efficiency:** Number of postseason appearances and competitive achievements.
- **Output/Efficiency:** Improvement in recruiting and retention outcomes.
- **Output/Efficiency:** Competitive performance across all sports programs.
- **Explanatory:** Financial constraints affect staffing, recruiting, and program resources.

PROGRAM 3: Fiscal Management

GOAL C: Ensure Fiscal Accountability and Long-Term Financial Sustainability

OBJECTIVE C.1: Strengthen the financial position of Jackson State Athletics by expanding and diversifying revenue sources while maintaining responsible fiscal stewardship.

Outcome: Increase annual athletics-generated revenue.

Outcome: Reduce reliance on any single revenue source.

Outcome: Create a sustainable financial model that supports the long-term success of all athletic programs.

C.1.1. STRATEGY: Maximize revenue opportunities through strategically selected guarantee games in football, basketball, and baseball.

- **Output/Efficiency:** Annual guarantee game revenue meets or exceeds established budget targets.
- **Output/Efficiency:** Secure competitive guarantee game agreements that provide financial value while supporting student-athlete welfare.
- **Output/Efficiency:** Maintain a balanced approach between revenue generation and competitive scheduling.
- **Explanatory:** Availability of competitive opponents and favorable contract opportunities.

C.1.2. STRATEGY: Increase revenue through ticket sales, premium seating opportunities, and enhanced fan engagement initiatives.

- **Output/Efficiency:** Annual growth in ticket revenue across athletic programs.
- **Output/Efficiency:** Increased attendance at football, basketball, and baseball events.
- **Output/Efficiency:** Improved fan engagement and game-day experience.
- **Output/Efficiency:** Growth in season ticket and group sales.
- **Explanatory:** Staffing and marketing resources are needed to support sales and promotional efforts.

C.1.3. STRATEGY: Expand external funding opportunities through corporate

partnerships, sponsorships, philanthropic giving, and strategic fundraising initiatives.

- **Output/Efficiency:** Growth in annual sponsorship and partnership revenue.
- **Output/Efficiency:** Increase in philanthropic contributions and donor participation.
- **Output/Efficiency:** Establishment of new corporate and community partnerships.
- **Output/Efficiency:** Increased financial and in-kind support for athletic programs.
- **Explanatory:** Availability of staff and resources needed to cultivate, secure, and maintain external funding relationships.

PROGRAM 4: Facilities and Infrastructure

GOAL D: Modernize and Enhance Athletic Facilities

OBJECTIVE D.1: Improve the Athletics and Assembly Center to provide a premier competitive and training environment for basketball and volleyball student-athletes.

Outcome: Enhance the student-athlete experience through modern, functional, and attractive facilities.

Outcome: Strengthen recruiting efforts by showcasing high-quality athletic venues.

Outcome: Position Jackson State Athletics among the leading mid-major athletic programs in the conference.

D.1.1. STRATEGY: Invest in facility upgrades that enhance student-athlete development, team culture, and daily operations.

- **Output/Efficiency:** Completion of planned facility enhancement projects.
- **Output/Efficiency:** Improved student-athlete satisfaction with athletic facilities.
- **Output/Efficiency:** Increased support from alumni, donors, and

corporate partners for facility improvements.

- **Output/Efficiency:** Enhanced recruiting experiences for prospective student-athletes.
- **Explanatory:** Availability of external funding and donor support.
- **Explanatory:** Rising construction and renovation costs.

D1.2. STRATEGY: Maintain and improve competition and practice facilities to ensure compliance with NCAA standards and support a high-quality game-day experience.

- **Output/Efficiency:** Facilities are maintained in accordance with NCAA and conference standards.
- **Output/Efficiency:** Improved functionality, safety, and appearance of athletic venues.
- **Output/Efficiency:** Positive feedback from student-athletes, coaches, and visitors.
- **Explanatory:** Budget limitations and competing facility priorities.

OBJECTIVE D.2: Enhance the Tennis, Softball, Baseball, and Soccer complexes to support competitive success, student-athlete development, and community engagement.

Outcome: Provide student-athletes with safe, modern, and competitive athletic venues.

Outcome: Improve the overall experience for fans, recruits, and visitors.

Outcome: Increase opportunities to host camps, tournaments, and special events.

D.2.1. STRATEGY: Implement facility improvement projects that enhance venue appearance, functionality, branding, and operational efficiency.

- **Output/Efficiency:** Completion of planned facility enhancement projects.
- **Output/Efficiency:** Increased utilization of athletic venues for events and community activities.

- **Output/Efficiency:** Growth in external funding and partnership support for facility improvements.
- **Output/Efficiency:** Improved recruiting and visitor experiences.
- **Explanatory:** Availability of funding and long-term maintenance resources.

OBJECTIVE D.3: Enhance Mississippi Veterans Memorial Stadium to provide an exceptional game-day environment for student-athletes, fans, and visitors.

Outcome: Deliver a first-class football facility that supports competitive excellence and fan engagement.

Outcome: Improve the overall game-day experience for students, alumni, and supporters.

Outcome: Expand opportunities to host local, regional, and special events that benefit the university and community.

D.3.1. STRATEGY: Invest in facility improvements and ongoing maintenance that enhance safety, functionality, and the overall stadium experience.

- **Output/Efficiency:** Completion of prioritized stadium improvement projects.
- **Output/Efficiency:** Increased attendance and fan satisfaction.
- **Output/Efficiency:** Improved facility operations and event-day experience.
- **Output/Efficiency:** Continued ability to host major athletic and community events.
- **Explanatory:** Budget constraints and the long-term costs associated with facility maintenance and upgrades.

Goals V: Campus Aesthetics and Sustainability

Division of Campus Operations

As Jackson State University enters the 2027–2031 strategic planning cycle, the Division of Campus Operations (DCO) has refined its goals, strategies, and planned outcomes to better align with changes in organizational structure, institutional priorities, and the evolving needs of the campus community. As we conclude the 2022–2026 plan, we acknowledge both the significant progress achieved and the organizational shifts that have occurred, including the transfer of Public Safety functions to the Division of General Counsel. These developments prompted a reexamination of divisional goals to ensure continued alignment with JSU’s Institutional Goal 5: To improve campus aesthetics and sustainability.

The updated plan reflects a streamlined, data-informed, and student-centered approach to facilities operations, space optimization, and long-term campus investments, positioning the University to strengthen its physical presence and remain competitive in attracting and retaining top students, faculty, and staff.

DCO MISSION:

To increase the efficiency of services throughout the campus while maintaining the integrity of the University’s aesthetics.

GOAL A: Advance Campus Aesthetics to Support Recruitment, Retention, and Academic Excellence.

OBJECTIVE A.1: Improve the appearance, functionality, and condition of campus facilities and grounds.

Outcome: Percentage of campus buildings and spaces receiving aesthetic or functional upgrades annually.

A.1.1. STRATEGY: Renovate aging facilities and upgrade deferred maintenance systems (HVAC, roofing, plumbing, interiors).

- **Output:** Square footage renovated.
- **Efficiency:** Cost per square foot of renovation.
- **Explanatory:** Average facility condition score (from facilities audit).

A.1.2. STRATEGY: Implement phased beautification projects (landscaping, hardscaping, pedestrian wayfinding).

- **Output:** Number of landscaping or wayfinding projects completed.
- **Efficiency:** Cost per completed beautification project.

- **Explanatory:** Stakeholder satisfaction survey scores (appearance and usability).

A.1.3. STRATEGY: Execute a five-year lighting and emergency Infrastructure improvement plan.

- **Output:** Number of lighting fixtures or emergency systems installed/upgraded
- **Efficiency:** Average cost per lighting/emergency system unit
- **Explanatory:** Crime and incident reports for upgraded zones

OBJECTIVE A.2: Strengthen partnerships with academic units and students for shared planning and engagement.

Outcome: Percentage of capital projects with academic or student input.

A.2.1. STRATEGY: Create service-learning and internship opportunities linked to facilities planning and sustainability.

- **Output:** Number of student participants per year
- **Efficiency:** Hours of engagement per student per term
- **Explanatory:** Number of departments participating in partnership projects

A.2.2. STRATEGY: Integrate academic accreditation cycles and student feedback into renovation planning.

- **Output:** Number of projects influenced by academic feedback
- **Efficiency:** Average lead time to incorporate feedback
- **Explanatory:** Number of academic departments consulted per year

GOAL B: Leverage technology to increase operational efficiency and data transparency.

OBJECTIVE B.1: Digitize operations and enhance data infrastructure.

Outcome: Percentage of facilities and assets digitized into a central system.

B.1.1. STRATEGY: Centralize all facility records, PM schedules, and space data into a unified platform.

- **Output:** Number of assets or records digitized
- **Efficiency:** Staff hours saved per month from digitization
- **Explanatory:** Total number of platforms consolidated

B.1.2. STRATEGY: Implement GIS mapping and analytics tools for real-time performance tracking.

- **Output:** Number of assets mapped
- **Efficiency:** Time to retrieve asset location or condition data
- **Explanatory:** Percentage of mapped zones updated annually

OBJECTIVE B.2: Improve planning and decision-making through automation and dashboard reporting.

Outcome: Accuracy and timeliness of performance reporting across divisions.

B.2.1. STRATEGY: Expand performance dashboards for KPIs (e.g., response times, cost/sq. ft., vendor performance).

- **Output:** Number of dashboards in active use
- **Efficiency:** Report turnaround time (in days)
- **Explanatory:** Frequency of dashboard updates

B.2.2. STRATEGY: Streamline software systems to eliminate redundant data entry and manual reporting.

- **Output:** Number of systems integrated or retired
- **Efficiency:** Annual cost savings from software consolidation
- **Explanatory:** Staff satisfaction with new systems

GOAL C: Promote safe, accessible, and sustainable facilities.

Note: All public safety functions have transitioned to the Division of General Counsel. DCO's revised focus is infrastructure safety and environmental systems.

OBJECTIVE C.1: Advance environmental sustainability and building health.

Outcome: Reduction in University energy consumption.

C.1.1. STRATEGY: Align construction and renovations with LEED or similar green benchmarks.

- **Output:** Number of LEED or equivalent projects completed
- **Efficiency:** Energy savings per project
- **Explanatory:** Annual sustainability rating or ranking

C.1.2. STRATEGY: Expand energy-saving retrofits and stormwater mitigation.

- **Output:** Square footage retrofitted
- **Efficiency:** Return on Investment (ROI) on energy retrofits
- **Explanatory:** Number of severe weather events impacting operations

OBJECTIVE C.2: Improve campus accessibility and regulatory compliance.

Outcome: Percentage of facilities compliant with ADA standards.

C.2.1. STRATEGY: Conduct annual ADA audits and implement barrier removal projects.

- **Output:** Number of audits and completed projects
- **Efficiency:** Average cost per accessibility improvement
- **Explanatory:** Number of ADA-related complaints or requests

C.2.2. STRATEGY: Modernize building signage and circulation paths.

- **Output:** Number of facilities with upgraded signage
- **Efficiency:** Installation cost per facility
- **Explanatory:** Student and visitor feedback ratings on wayfinding

GOAL D: Maintain compliance and build organizational capacity.

OBJECTIVE D.1: Improve internal training and policy compliance.

Outcome: Percentage of staff trained annually on compliance and standards.

D.1.1. STRATEGY: Conduct regular training on procurement, IHL policy, and project management.

- **Output:** Number of training sessions held annually
- **Efficiency:** Cost per training session

- **Explanatory:** Staff pre/post-training assessment results

D.1.2. STRATEGY: Establish Standard Operating Procedures (SOPs) and update DCO policies.

- **Output:** Number of SOPs updated or created
- **Efficiency:** Policy update cycle time
- **Explanatory:** Number of audit findings related to non-compliance

OBJECTIVE D.2: Strengthen communications with campus stakeholders.

Outcome: Satisfaction ratings from building managers and stakeholders.

D.2.1. STRATEGY: Distribute monthly reports on project status and campus initiatives.

- **Output:** Number of reports distributed
- **Efficiency:** Average time spent compiling each report
- **Explanatory:** Feedback response rate

GOAL E: Strengthen Financial Sustainability Through Auxiliary Enterprises

OBJECTIVE E.1: Increase Auxiliary Enterprises revenue by 15% by FY2031 through improved service delivery, new partnerships, and operational efficiencies.

Outcome: Percentage increase in auxiliary revenue year over year.

E.1.1. STRATEGY: Leverage campus-owned assets (dining, retail, etc.) to maximize profitability and expand service offerings.

- **Output:** Number of new or expanded Auxiliary Service offerings
- **Efficiency:** Revenue generated per square foot of auxiliary space
- **Explanatory:** Student satisfaction ratings with Auxiliary Services (from annual survey)

E.1.2. STRATEGY: Renegotiate and establish public-private and institutional agreements aligned with institutional priorities and student needs.

- **Output:** Number of new auxiliary agreements or partnerships established
- **Efficiency:** Average turnaround time to execute agreements
- **Explanatory:** Industry benchmarks for auxiliary pricing and service offerings

E.1.3. STRATEGY: Develop performance tracking tools and dashboards for ongoing monitoring of auxiliary unit success and service quality.

- **Output:** Number of auxiliary units with active performance dashboards
- **Efficiency:** Cost per dashboard development and maintenance
- **Explanatory:** Percentage of auxiliary leadership trained in data-informed decision-making

Division of Business and Finance

Mission Statement

The Division of Business and Finance is a team of professionals committed to the delivery of innovative, effective and efficient customer service while maintaining fiscal integrity. It encompasses the Business Office, Office of Budget and Financial Analysis, Department of Purchasing and Travel, Office of the Treasurer, Department of Human Resources, Department of Payroll, and the Department of Auxiliary Enterprises. The Division is responsible for Jackson State University's (JSU) accounting, budget planning, financial reporting, compliance, treasury, and purchasing and travel functions. It is also dedicated to ensuring that high quality products, goods, and services are provided to the JSU community within its Auxiliary Enterprises. The Division is also responsible for ensuring timely and accurate processing of employee compensation, compliance with taxation and labor laws, employee data management, and the management of the employee lifecycle (recruitment, onboarding, employee relations, etc.) The Division supports the overall excellence of JSU by understanding and serving the needs of the academic programs, students, faculty, staff, alumni and communities. Additionally, the Division of Business and Finance coordinates and optimizes University-wide planning and risk mitigation with a focus towards sustainable achievements.

Through dynamic and collaborative partnerships, the Division of Business and Finance provides high-quality and efficient services to ensure that the financial, capital, and operational resources are optimally deployed in support of the strategic vision, goals, and priorities of Jackson State University.

GOAL A: Student Success

Jackson State University will become one of the most student-centered universities in the country by implementing relevant and appropriate Student Success strategies, developing students holistically and ensuring student return on investment.

OBJECTIVE A.1: Promote a student-centered university that enhances student experiences and provides enriched support systems and related programs which provide increased opportunities for student success (retention, persistence, degree completion).

Outcome: Number of students supported by the Division of Business and Finance during new student orientation sessions.

Outcome: Percentage of students enrolled in a payment plan.

A.1.1. STRATEGY: Implement freshman and new student-centered orientation sessions.

- **Output:** Number of new student orientation sessions conducted
- **Output:** Number of Division of Business and Finance staff present during sessions

OBJECTIVE A.2: Support joint position serving both the Office of the Bursar and the Office of Enrollment Management that solely supports incoming freshman and new students with

preparation for their transition to Jackson State University with personalized financial support and proactive account management.

Outcome: Percentage of new students completely registered prior to start of semester

A.2.1. STRATEGY: Support New Student Financial Services Coordinator position to directly support new and freshman students

- **Output:** Number of new students assisted by New Student Financial Services Coordinator per semester
- **Output:** Number of recruitment events attended by New Student Financial Services Coordinator
- **Output:** Number of regular and updated communications sent during the summer to new students regarding accounts, fees, and payment deadlines, etc.

GOAL B: Academic Prominence

Support Jackson State University in becoming one of the most respected and prominent academic institutions in the country by assisting the Division of Academic Affairs in determining new, attractive, and competitive academic programs for the University and its students, while sustaining current prominent academic programs, and further assist the Division of Academic Affairs in providing students with academic program accessibility both in-state and abroad as well as solutions that help omit financial barriers for both students and targeted academic programs.

OBJECTIVE B.1: Improve selectivity of academically prepared students in undergraduate and graduate admissions in competitive academic programs, while maintaining student population diversity and access to academic programs.

Outcome: Percentage enrollment increase for both traditional and non-traditional students

Outcome: Number of new academic programs

B.1.1 STRATEGY: Expand access and enrollment opportunities for both traditional and non-traditional students to ensure that no student is denied access to a JSU education based solely on financial need through new software implementation that expand financial options.

- **Output:** Decreased number of students' accounts in payment default
- **Output:** Number of academic programs sustained despite reductions due to loss of state or federal government funding
- **Output:** Number of professors sustained despite reductions due to loss of state or federal government funding

OBJECTIVE B.2: Improve the overall faculty, staff, and undergraduate and graduate students academic, on-campus, and travel experience through the Department of Purchasing and Travel by administering and coordinating travel with vendors and travelers to arrange trip details, provide travel advances, and travel reimbursements in an efficient manner.

Outcome: Average number of days to process travel request. Average number of days to process travel reimbursement

B.2.1. STRATEGY: Promote intellectually engaging academic programs, high-quality models of program delivery modes, teaching and learning pedagogies, and experiential learning opportunities that enhance and advance student access and achievement.

- **Output:** Number of trips processed with students.
- **Efficiency:** Percentage of travel advances processed within 10 days.
- **Efficiency:** Percentage of travel reimbursements processed within 10 days of traveler's return date.

GOAL C: ATHLETIC PROWESS THROUGH ENHANCED PROGRAM SUPPORT

Provided support to the JSU Division of Athletics through budgetary guidance and financial planning to further enhance the competitiveness of all sports programs within the Division for continued success in the recruitment of top student-athletes to continuously build successful championship programs and promote academic excellence.

OBJECTIVE C.1: Provide support and assistance through sound planning, budgetary guidance, and decision-making to achieve financial stability and accountability in JSU's Division of Athletics.

Outcome: Percentage growth of revenue compared to prior fiscal year.

C.1.1. STRATEGY: Assist the JSU Division of Athletics in improving financial stability and accountability and help identify additional revenue sources through self-generated funds and other funding sources.

- **Output:** Number of meetings conducted to discuss budget.
- **Output:** Number of new sources of funds identified.
- **Output:** Dollar amount of budgeted revenue not obtained.
- **Efficiency:** Percentage of budgeted revenue not obtained

GOAL D: IMPROVE CAMPUS AESTHETICS AND SUSTAINABILITY

Provide continued financial support to Jackson State University through budgeting, sound fiscal advice, and assistance to support its many facilities, grounds, capital, and infrastructure needs and/or investments while attempting to expand its footprint throughout the Jackson metro area.

OBJECTIVE D.1: Continuous development of the JSU Campus by connecting to the downtown Jackson area.

Outcome: Number of new properties acquired by Jackson State University.

D.1.1. STRATEGY: Strategically acquire properties that will connect JSU to downtown Jackson, Mississippi.

- **Output:** Amount of state appropriated revenue provided to acquire properties

D.1.2. STRATEGY: Leverage JSU's inclusion in the State of Mississippi-funded Capital City Improvement District (CCID) to help fund the infrastructural needs of the University.

- **Output:** Amount of state appropriated revenue provided to support infrastructural needs at JSU related to the CCID
- **Output:** Number of JSU infrastructure projects created as result of CCID

OBJECTIVE D.2: Increase Auxiliary Enterprises revenue by 15% by FY2031 through improved service delivery, new partnerships, and operational efficiencies.

Outcome: Percentage increase in auxiliary revenue year over year.

D.2.1. STRATEGY: Leverage campus-owned assets (dining, retail, etc.) to maximize profitability and expand service offerings.

- **Output:** Number of new or expanded Auxiliary Service offerings.
- **Efficiency:** Revenue generated per square foot of auxiliary space.
- **Explanatory:** Student satisfaction ratings with Auxiliary Services (from annual survey).

D.2.2. STRATEGY: Renegotiate and establish public-private and institutional agreements aligned with institutional priorities and student needs.

- **Output:** Number of new auxiliary agreements or partnerships established
- **Efficiency:** Average turnaround time to execute agreements
- **Explanatory:** Industry benchmarks for auxiliary pricing and service offerings

D.2.3. STRATEGY: Develop performance tracking tools and dashboards for ongoing monitoring of auxiliary unit success and service quality.

- **Output:** Number of auxiliary units with active performance dashboards
- **Efficiency:** Cost per dashboard development and maintenance
- **Explanatory:** Percentage of auxiliary leadership trained in data-informed decision-making

GOAL E: IMPROVE THE CAMPUS CULTURE AND ENHANCE THE JSU BRAND

Support the vision of Jackson State University in providing superior and quality customer service to its internal and external customers.

OBJECTIVE E.1: Provide excellent customer service to all internal and external customers within the Division of Business and Finance as well as the internal and external customers to Jackson State University as a whole.

Outcome: Percentage of faculty and staff certified in quality customer service.

E.1.1. STRATEGY: Provide customer service excellence training for all front-line staff in individual departments, including process audits and improvements, and solicit their feedback as well as to facilitate their work in serving JSU's customers and constituents.

- **Output:** Number of customer service trainings conducted for staff.
- **Efficiency:** Percentage of staff that completed one or more customer service trainings.

E.1.2. STRATEGY: Maintain a culture of quality customer service in all internal interactions amongst faculty, staff, and students and with individuals external to the JSU community.

- **Output:** Number of customer service surveys conducted for departments within the Division of Business & Finance
- **Efficiency:** Percentage of surveys with negative feedback
- **Efficiency:** Percentage of surveys with positive feedback

OBJECTIVE E.2: Maintain efficient and effective operations

Outcome: Number of policies revised within the Division of Business and Finance.

Outcome: Number of revised policies approved for the Division of Business and Finance

E.2.1. STRATEGY: Continuously improve and maintain efficient and effective operations University wide that consistently support the Jackson State University mission, core values, and strategic priorities, and thus, assuring the long-term strength and stability of the various operations and resources.

- **Output:** Number of interdepartmental meetings conducted by the Division of Business and Finance to discuss ways to improve the overall efficient and effective operations of Jackson State University.

E.2.2 STRATEGY: Enhance the planning, execution, efficiency, and effectiveness of JSU's operations to ensure consistency and continuous stability in conducting day-to-day business in accordance with both IHL and JSU principles of operation, and in line with the JSU's mission, core values, and strategic priorities.

- **Output:** Number of software systems enhanced to improve the efficiency of campus-wide operations.
- **Output:** Number of new software systems fully implemented to improve the efficiency of campus-wide operations.

E.2.3 STRATEGY: Maintain accountability in carrying out efficient and effective operations, and in utilizing institutional data to inform decisions, address program outcomes, and meet strategic goals and accreditation standards.

- **Output:** Number of campus divisions with published strategic plans.

OBJECTIVE E3: Build a future-ready leadership pipeline

Outcome: Percentage of filled positions with “ready-now” successors.

- **Output:** Number of internal staff promoted to leadership roles.
- **Output:** Retention rate of high-potential (HiPo) employees earning \$100k+.

E.3.1. STRATEGY: Implement a structured leadership development and succession planning program.

- **Output:** Number of employees enrolled in leadership programs.
- **Efficiency:** Percentage of employees that complete leadership development programs.
- **Output:** Percent of leadership vacancies filled internally.
- **Efficiency:** Ratio of internal vs. external leadership hires.
- **Explanatory:** Employee engagement and career aspiration scores (from talent reviews).
- **Explanatory:** Number of Performance ratings and potential assessments.
- **Explanatory:** Number of employee participation in professional developmental activities

OBJECTIVE E.4: Increase employee engagement and retention.

Outcome: Average percentage of employee survey engagement.

Outcome: Percentage decrease of voluntary turnover rate (annually).

Outcome: Percentage decrease of absenteeism rate (annually)

E.4.1 STRATEGY: Drive engagement through surveys, recognition, and career development opportunities.

- **Output:** Average number of employee survey participants.
- **Output:** Number of surveys conducted.
- **Output:** Number of employee suggestions submitted and implemented.

- **Efficiency:** Percentage of engagement action plans completed (follow-through rate).
- **Efficiency:** Participation rate in recognition programs.
- **Explanatory:** Average survey response rates by department.
- **Explanatory:** Average engagement score benchmarks across departments.
- **Explanatory:** Percentage of internal mobility/promotion rate.
- **Explanatory:** Percentage of employee participation in career development programs

OBJECTIVE E.5: Strengthen the Department of Human Resources data analytics and reporting capability

Outcome: Decision-making effectiveness based on HR insights (e.g., leadership feedback score).

Outcome: Percentage of executive satisfaction with HR reporting.

E.5.1 STRATEGY: Establish a centralized Human Resources analytics function with standardized reporting and capability building.

- **Output:** Percentage of Human Resources reports automated vs. manual.
- **Output:** Average number of days to fulfill HR data requests.
- **Output:** Number of dashboards developed and deployed
- **Explanatory:** Average data quality and completeness scores.
- **Explanatory:** Human Resources dashboard usage rates by leadership. Percentage of Human Resources staff trained in data analytics and interpretation.
- **Targets:** Leadership readiness rate → Target: 75%
Engagement score → Target: 80%

Division of Information Technology

GOAL A: Student Success: Jackson State University will become one of the most student-centered universities in the country by implementing relevant and appropriate Student Success strategies, developing students holistically and ensuring student return on investment.

OBJECTIVE A.1: Enhance academic and administrative engagements through a progressive, integrated, and reliable technology infrastructure.

Outcome: Heightened student engagement, frictionless access to academic resources, unified communications, and rich data-driven insights for faculty and retention specialists.

A.1.1. STRATEGY: Maximize student-centric SaaS integrations and AI-driven support tools to streamline the student lifecycle.

- **Output:** Successful operationalization of Ellucian Experience, Insights Reporting and Dashboards, Campus Logic, Scholarship Universe, Degree Planning, Slate Student Success, Handshake, and the CollegeVine AI chatbot integration.
- **Efficiency:** Reduction in administrative barriers; automated financial aid, scholarship matching, and 24/7 automated chatbot resolution of routine student inquiries, minimizing wait times.
- **Explanatory:** Provides students with a modern, unified mobile/web dashboard (Ellucian Experience) while leveraging predictive analytics to target early academic and financial interventions.

A.1.2. STRATEGY: Provide the latest classroom technology, academic software licenses, and equitable device access to optimize the teaching and learning experience.

- **Output:** Continuous deployment of smart classrooms, AdAstra 9 room scheduling, and full availability of localized academic software (SPSS, MATLAB, SAS, Microsoft 365, Adobe Creative Cloud). Maintenance of a robust Tech Lending library (loaner laptops, hotspots).
- **Efficiency:** Maximized physical classroom utilization metrics via AdAstra; seamless, zero-downtime provisioning of digital course components within the Canvas Learning Management System (LMS) and digital textbooks.

- **Explanatory:** Ensures digital equity across the student body while providing faculty with high-tech pedagogical spaces that elevate student learning outcomes.

GOAL B: Research Excellence: Jackson State University will become one of the most respected and prominent academic institutions in the country by becoming a Top 10 U.S. News & World Report ranked HBCU, providing quality teaching using various modalities to develop along with technologically-advanced, ethical, and global leaders.

OBJECTIVE B.1: Cultivate an elite, cloud-empowered digital learning environment and formalize emerging technology frameworks.

Outcome: Increased institutional prestige, highly competitive academic programs, institutional readiness for digital pedagogy, and responsible adoption of cutting-edge technology.

B.1.1. STRATEGY: Advance faculty digital fluency and instructional design capabilities within the Canvas Intelligent Learning platform.

- **Output:** Structured Canvas LMS support tracks, digital pedagogy workshops, accessibility compliance training (FERPA/ADA), and continuous instructional design consultations.
- **Efficiency:** Faster time-to-market for new hybrid/online degree programs; reduction in technical support tickets through proactive faculty onboarding.
- **Explanatory:** Elevates the instructional rigor of JSU's online and hybrid delivery modalities, directly influencing regional and national academic reputation metrics.

B.1.2. STRATEGY: Establish an institutional AI Strategy and Governance framework to guide generative AI initiatives and curriculum integration.

- **Output:** Formalization of an AI Governance Committee, policy development for generative AI usage in coursework, and structured pilot testing of safe academic AI tools.
- **Efficiency:** Proactive mitigation of ethical and academic integrity risks, saving hundreds of hours of administrative/disciplinary oversight.
- **Explanatory:** Equips JSU students to become technologically advanced, ethical leaders who are deeply prepared for an AI-driven global workforce.

GOAL C: Improve the Campus Culture and Enhance the JSU Brand: Jackson State University will become nationally known for quality customer service; efficient and effective operations; nurturing, caring and competent faculty and staff; alumni who readily give of their time, talent, and treasure; and fulfilling our call to be a great community, city, and state resource and partner

OBJECTIVE C.1: Scale advanced cyberinfrastructure and cloud-based high-performance computing capabilities.

Outcome: Enhanced capacity for data-intensive research, increased success rates for federal research grants (NSF, NIH, and DoW), and accelerated timelines for scientific discovery.

C.1.1. STRATEGY: Expand hybrid and cloud-based High-Performance Computing (HPC) options along with secure research data repositories.

- **Output:** Multi-tenant access to on-campus HPC and NVIDIA clusters, and cloud-based GPU instances (NVIDIA, AWS, Azure, and Google Cloud). Deployment of enterprise research platforms like Globus and Dataverse.
- **Efficiency:** Rapid decline in data processing times from weeks to hours; scalable provisioning of virtual labs and STEM simulation spaces without adding physical data center footprints.
- **Explanatory:** Sustains and defends JSU's vital "High Research Activity" status by providing world-class computational resources to faculty and collaborative student cohorts.

C.1.2. STRATEGY: Expand High-Throughput Computing (HTC) capability through JSU's connection to the Open Science Grid national research computing platform.

- **Output:** Operational access to JSU's on-premise HTC cluster connected to the Open Science Grid, enabling faculty and student researchers to run large numbers of independent computational jobs across campus and national cyberinfrastructure resources.
- **Efficiency:** Increased capacity to process batch-oriented research workloads, simulations, data analysis tasks, and classroom computing exercises without requiring every workload to run on local desktop systems or dedicated departmental servers.
- **Explanatory:** Strengthens JSU's research cyberinfrastructure by connecting the institution to a national open science computing ecosystem, expanding opportunities for faculty and student participation in collaborative, data-intensive, and computational research.

GOAL D: Improve Campus Aesthetics & Sustainability

OBJECTIVE D 1: Leverage intelligent space scheduling, asset tracking platforms, and cloud migrations to optimize physical operations and shrink the carbon footprint.

Outcome: Reductions in institutional energy consumption, paper workflows, and hardware waste, leading to a leaner, more sustainable physical campus.

D.1.1. STRATEGY: Support facilities and space management through integrated administrative systems (AssetWorks, AdAstra, and SoftDocs).

- **Output:** Fully digitized, paperless administrative workflows and automated scheduling maps linking facilities maintenance directly to real-time classroom utilization data.
- **Efficiency:** Significant reduction in paper, ink, and courier costs campus-wide; optimized HVAC and electrical usage in facilities based on accurate AdAstra scheduling data.
- **Explanatory:** Maximizes the life cycle of JSU's physical assets and keeps the urban campus visually clean and highly operational by eliminating legacy bottlenecks.

D.1.2. STRATEGY: Transition legacy on-premise infrastructure to energy-efficient cloud architectures and software-defined networking.

- **Output:** Migration of core computing workloads from energy-heavy physical data centers over to managed cloud spaces (AWS or Azure) and SD-WAN networks.
- **Efficiency:** Direct savings on physical server power consumption, facility cooling demands, and hardware lifecycle replacement budgets.
- **Explanatory:** Drives sustainability goals by lowering JSU's physical grid footprint, aligning the IT infrastructure with global green-campus initiatives.

GOAL E: Improve the Campus Culture and Enhance the JSU Brand

OBJECTIVE E.1: Maximize operational excellence via the Ellucian Banner SaaS platform, advanced data governance, and modernized CRM systems.

Outcome: A highly efficient, data-empowered administrative workforce, heightened trust among donors and alumni, and seamless constituent interactions.

E 1.1. STRATEGY: Fully optimize the Ellucian Banner SaaS ecosystem (Student, HR, and Finance) along with Ellucian Ethos integration and CRM Advance.

- **Output:** Operationalization of Ellucian Insights dashboards, SaaS Data Lakes, Intelligent Process workflows, and seamless real-time data syncs across critical satellite tools (Concur, Slate, StarRez, Maxient, Follett, and Handshake).
- **Efficiency:** Elimination of system silos; massive drop in manual batch data-entry errors, and automated travel/expense management workflows through Concur.
- **Explanatory:** Drastically elevates customer service for students, employees, and alumni. Provides leadership with unified corporate intelligence to make fast, strategic decisions.

OBJECTIVE E.2: Ensure institutional resilience through enterprise Cybersecurity Operations Center (CSOC) monitoring and mandatory security awareness.

Outcome: Complete preservation of the JSU brand reputation, full data privacy compliance (FERPA, HIPAA, and Gramm-Leach-Bliley Act), and protection against disruptive cyber incidents.

E.2.1. STRATEGY: Deploy 24/7/365 managed detection and response via the Arctic Wolf CSOC and universal Multi-Factor Authentication (Duo).

- **Output:** Continuous network threat monitoring, instantaneous endpoint isolation during an attack, and complete deployment of Duo Security MFA across all institutional accounts.
- **Efficiency:** Drastic reduction in mean-time-to-detect (MTTD) and mean-time-to-respond (MTTR) to cyber threats; minimal threat disruption to business continuity.
- **Explanatory:** Safeguards sensitive university data and institutional finances from costly ransomware and phishing networks, maintaining strong stakeholder trust.

E.2.2. STRATEGY: Execute a campus-wide Cybersecurity Awareness Training program backed by automated phishing simulations.

- **Output:** Phishing simulation reports, completed training compliance modules for all faculty and staff, and targeted remediation paths.
- **Efficiency:** Drastic reduction in user click-through rates on actual phishing emails, shifting security workloads from reactive mitigation to proactive defense.
- **Explanatory:** Transforms the JSU workforce into a highly trained "human firewall," ensuring a culture of security, compliance, and risk awareness.

Division of Institutional Advancement

The mission of the Jackson State University (JSU) **Division of Institutional Advancement** (DIA) is to work collaboratively to secure transformative financial resources to support its annual fund, the endowment, student scholarships, faculty/staff development, research, athletics, and other institutional priorities and campaign initiatives. Additionally, we strive to strengthen alumni ties, build relationships with constituents and stakeholders from our university community, and secure commitments required to advance and sustain the institution's mission and priorities. DIA utilizes the university Development process to identify, cultivate, solicit, recognize, and steward prospects and donors to establish and nurture lasting relationships and to raise resources to benefit JSU.

The following outlines specific goals, objectives, and strategies for the JSU Division of Institutional Advancement for 2027 – 2031 which are in alignment with the university's strategic plan: *ELEVATE JACKSON STATE (2021-2026)*.

GOAL A: Student Success: Jackson State University will become one of the most student-centered universities in the country by implementing relevant and appropriate Student Success strategies, developing students holistically and ensuring student return on investment.

OBJECTIVE A.1: Raise \$50 Million by 2032 to improve JSU's financial sustainability and increase private investment in students.

Outcome: Increase annual philanthropic revenue to a minimum of \$10 Million per year. Increase the financial stability of the University by providing additional revenue for institutional priorities. Increase funds for current-use and endowment accounts.

A.1.1. STRATEGY: Optimize the organizational structure of the Division of Institutional Advancement for sustainable staffing and personnel activation.

- **Output:** The number of full-time staff members in the Divisional of Institutional Advancement. The number of full-time frontline fundraising staff. The number of donor relations and stewardship staff. The number of distinct DIA teams.
- **Efficiency:** Staff retention rate (the number of full-time staff members retained from 2028 to 2032) Ratio of vacant to filled staff positions on DIA teams. Activity output per staff member rate. Growth rate in staff from 2028 through 2032
- **Explanatory:** Optimal staffing for the Division of Institutional Advancement will require upfront investment.

A.1.2. STRATEGY: Develop stronger Institutional Advancement operations policies and procedures for more efficient and effective philanthropic investments.

- **Output:** The number of staff assigned to Institutional Advancement Operations and Database Management. The number of staff assigned to DIA's financial operations through the Jackson State University Development Foundation (JSUDF). The number of documented standard operating procedures.
- **Efficiency:** The number of gifts processed during the fiscal year. The number of financial reports created during the fiscal year. Turnaround time efficiency (number of days to process and acknowledge a gift) Activity output per staff member.

A.1.3. STRATEGY: Acquire and implement best-in-class educational fundraising and engagement technologies to improve donor giving experiences, reduce barriers to giving, and increase donor confidence.

- **Output:** Increase the number of online giving methods to include digital wallets, recurring gifts, crowdfunding, peer-to-peer giving, and international gifts. Increase the number of donor reports that are provided digitally and on demand. Increase the number of prospective donors that are included in managed portfolios. Increase the number of valid and accurate alumni and donor records.
- **Efficiency:** Technology implementation ROI (Gifts received from technology over implementation costs). Cost savings per digital report. The time to solicit for prospective donors in portfolios managed by frontline fundraisers. Gift maturation efficiency (average time from solicitation to formal commitment). Data accuracy rate Portfolio fill rate.
- **Explanatory:** Technologic and personnel investments required for success.

A.1.4. STRATEGY: Increase the level of unrestricted and current-use support for immediate impact to the University and direct investment in students.

- **Output:** Increase the number of gifts to unrestricted funds. Increase the number of current-use annual scholarships. Increase the overall number of gifts that are \$25,000 and under. Develop marketing collateral to build awareness of unrestricted giving opportunities and provide guidance for donors to give. Increase the number of gifts from stocks, donor-advised funds, and realized planned gifts. New unrestricted funds available for university-initiatives and campus programs.

- **Efficiency:** Gift type distribution by fund category. Most supported designations. New fund development rate. Average gift size.

A.1.5. STRATEGY: Develop and implement a 12-month omnichannel annual giving program to provide consistent philanthropic support to areas of greatest need, such as the Excellence Fund, the Gap Fund, Student activities, and scholarships.

- **Output:** Increase the number of monthly digital solicitations. Implement quarterly direct mail solicitations with specific campaigns for the end of the calendar year and fiscal year. Execute multi-channel annual giving campaigns such as the Annual JSU Day of Giving, Giving Tuesday, and the Y.E.S. (Yearly Employee Support) Campaign.
- **Efficiency:** Online gift conversion rate. Email-to-donation conversion rate. Cost to raise a dollar. Alumni giving rate. Average gift amount by constituent type. Appeal conversion rate by gift type (number of gifts to a specific fund over the number of fund-specific appeals).

GOAL B: Academic Prominence: Jackson State University will become one of the most respected and prominent academic institutions in the country by becoming a Top 10 U.S. News & World Report ranked HBCU, providing quality teaching using various modalities to develop along with technologically-advanced, ethical, and global leaders.

OBJECTIVE B.1: Increase the University's Endowment to \$75 million by 2032: Solicit donations for endowed scholarships, funds, programs, academic units, and infrastructure to raise the current endowment to \$75 million by 2032. This effort will ensure that there are available funds for the future needs of the university and provide continuous scholarship support to students in financial need. The endowment will generate a continuous source of investment revenue for the university to spend in accordance with donor intentions.

Outcome: Increase the amount of funds available from investment income. Increase the long-term resources available for university operations and academic programs.

B.1.1. STRATEGY Develop a comprehensive endowment campaign strategy to grow the endowment from \$60 million (Market Value as of May 31, 2026) to \$75 million by 2032.

- **Output:** The pipeline of major donors who can contribute \$25,000 or more to start an endowed scholarship or endowed fund. The number of major donors (alumni and friends) solicited to establish

a new endowment (New Commitments). The number of new donors who establish planned gifts to include JSU in their wills or estate plans and designate all realized gifts to fund JSU's endowment. Updated giving levels for Named Gift opportunities, Endowed Professorships, and Endowed Chairs. The number of planned giving and endowment supporters to steward by providing customized approaches to acknowledge and engage them in the life of Jackson State University. Increase the number of current and prospective donors educated on endowment operations in the effort to encourage them to start an endowment fund or program. Increase the number of newly established endowment funds. Increase the number of new endowed professorships and endowed chairs. Increase the number of current donors with endowments in the JSU Development. Foundation, Inc. that make additional contributions to their endowments.

- **Efficiency:** Donor acquisition rate by giving level. Donor acquisition rate by endowment type. Pipeline conversion rate. Cost per endowment prospect engaged. Planned gift conversion rate.

B.1.2. STRATEGY: Update donors on the progress of their endowment payments and encourage alumni and friends to make the remaining payments needed to reach the investment minimum.

- **Output:** The number of pledge payment reminder communications. The number of endowment pledges completed within the five-year timeline to meet the minimum giving threshold. The number of full-time staff members assigned to donor relations and stewardship.
- **Efficiency:** The ratio of outstanding pledge payments to overdue pledge payments. The percentage of endowment pledges completed within five years. Average time to fulfillment of pledge payment. The cost per stewarded donor.
- **Explanatory:** The ability to effectively and consistently communicate with donors in payment plans requires donor relations and stewardship staff.

GOAL C: Improve the Campus Culture and Enhance the JSU Brand: Jackson State University will become nationally known for quality customer service; efficient and effective operations; nurturing, caring and competent facility and staff; alumni who readily give of their time, talent, and treasure; and fulfilling our call to be a great community, city, and state resource and partner.

OBJECTIVE C.1: Increase giving among alumni, including young alumni (25-49) years of age.

Outcome: Increased giving from young alumni and alumni across the nation. Develop a pipeline of loyal and consistent donors to increase giving throughout their lifetime

C.1.1. STRATEGY: Foster collaboration between the Department of Alumni and Constituency Relations and Annual Giving Staff to implement identification, cultivation, solicitation, and stewardship strategies centered on young alumni to increase giving by 50% (10% annually) from 2028 – 2032.

- **Output:** The implementation of the JSU Day of Giving, Young Alumni Homecoming activities, and the JSU 40 under 40 program. The types of gifts young alumni support from 2028 – 2032. The number of newly acquired young alumni donors who donate to JSU from 2028 – 2032 as compared to the previous fiscal year. The total number of young alumni donors from 2028 – 2032. The total amount of contributions by young alumni from 2028 – 2032. Implementation of online giving campaigns and social media marketing. The number of young alumni who attend JSU events such as tailgates, Homecoming activities, special events, and more.
- **Efficiency:** The Young Alumni Donor Retention rate from 2028 – 2032. Cost per New Donor Acquired (Young Alumni Donors). Cost to Raise a Dollar.

OBJECTIVE C.2: Increase volunteering, mentorship, and workforce development efforts of the alumni base through the cultivation of a global network of alumni supporters and ambassadors.

Outcome: More access to mentorship, internships, and job opportunities for current students and recent alumni.

C.2.1. STRATEGY: Strategically develop best-in-class alumni engagement opportunities that focus on increasing meaningful interactions with current and future students through academic, practical, and career support.

- **Output:** The number of alumni who volunteer to serve as mentors to JSU students (2028 – 2032). The number of electronic communications sent to alumni about JSU and its progress. The number of calls made and emails sent to engage alumni in real conversations about JSU. The number of positive responses received after thanking alumni for their gifts, regardless of the size. The number of scheduled events and get-togethers with alumni on

and off-campus. The number of alumni who attend JSU events such as tailgates, Homecoming activities, special events, and more. The number of alumni who become members of the JSU National Alumni Association between 2028 and 2032. The total number of gifts from local and regional alumni chapters.

- **Efficiency:** Engagement conversion rate (number of alumni who donate, attend, or volunteer over the total alumni contacted). Mentor conversion rate (number of mentors secured over number of alumni invited). Alumni participation rate (event attendance). Cost per Alumni Attendee (events or engagements). Cost per Mentor Recruited. Chapter Engagement ROI (Total raised from chapters over total cost of chapter engagements).

OBJECTIVE C.3: Elevate and optimize DIA and JSUDF websites to increase fundraising and awareness building among various constituents.

Outcome: Redesigned website that is informative, effective, and modern.

C.3.1. STRATEGY: Work with the University Communications Department to redesign DIA's website to showcase the work of the division and its efforts to provide rigorous fund development, stewardship, and alumni programs. DIA will include information about staff in all departments within DIA and services to secure gifts, grants, and external funding to support student success, academic programs, and JSU initiatives. The website will be updated regularly from 2028 – 2032.

- **Output:** Regularly updated and accurate webpages for DIA and JSUDF. Comprehensive instruction for donors to make gifts. Digital access to annual reports and financial statements. Digital access to materials that promote philanthropic investment.
- **Efficiency:** Website traffic conversion rate and bounce rate. Average time spent on a website. Online gift conversion rate.
- **Explanatory:** Website redesign requires collaborative budgetary and personnel investment from University Communications and Information Technology.

**Goals VI: Changing the Culture, Defining
“Tiger Pride” & Embracing our Status as a
Community Pillar**

Division of University Communications

Jackson State University's Division of University Communications plays a critical role in advancing the university's mission and strategic priorities. This five-year plan for fiscal years 2027 through 2031 is structured according to Mississippi Legislative Budget Office (LBO) performance-based budgeting guidelines, with clearly defined goals, objectives, strategies and performance measures. All initiatives focus on the communications unit's scope of work, leveraging 2025 baseline performance data and aligning with JSU's institutional strategic goals related to student success, academic prominence, research excellence and enhanced campus culture and brand. The plan emphasizes measurable outcomes, operational efficiency and strategic alignment with university priorities and statewide accountability expectations.

Goal A: Enhance Campus Culture and Elevate the JSU Brand

OBJECTIVE A.1: Cultivate a unified institutional identity and national brand recognition through consistent, high-quality messaging.

Outcome: Increase positive media mentions by 20% and stakeholder satisfaction with university communications by 15% by 2031.

STRATEGY A.1.1: Implement and enforce a unified brand communication strategy.

- **Output:** Updated JSU brand and style guide published; semiannual training held for campus communicators.
- **Efficiency:** Achieve full adoption of brand standards among major departments by 2028 (2025 baseline: 60%).
- **Explanatory:** Internal brand compliance score monitored through annual audit.

STRATEGY A.1.2: Expand proactive media outreach and institutional marketing campaigns.

- **Output:** Increase press releases and features from 120 in 2025 to at least 150 by 2031; host at least two media events per year.
- **Efficiency:** Reduce average release turnaround time to 48 hours by 2028; reduce staff time per release by 5% through improved workflow.
- **Outcome:** Maintain positive or neutral tone in 90% of media coverage (measured using media monitoring tools).
- **Explanatory:** Metrics may be impacted by unplanned institutional events or leadership transitions.

OBJECTIVE A.2: Improve timeliness, relevance and transparency of internal communications to support employee and student engagement.

Outcome: Increase the percentage of students and employees who report feeling well-informed from 70% to 85% by 2031.

STRATEGY A.2.1: Maintain and enhance *JSUToday* newsletter and digital campus signage.

Output: Maintain weekday delivery; open rates increase from under 30% to 45%.

Output: Host at least two interactive feedback sessions or town halls per semester.

STRATEGY A.2.2: Improve operational flexibility and rapid response capacity.

- **Output:** Ensure 100% of urgent messages are distributed within one hour of approval.
- **Efficiency:** Cross-train at least 80% of communications staff by 2030 to work across platforms (2025 baseline: 60%).
- **Explanatory:** Delivery rates may be affected by staffing levels or after-hours communication needs.

OBJECTIVE A.3: Contribute to institutional sustainability through revenue-generating communications initiatives.

Outcome: Launch one monetized communications platform or partnership annually beginning in FY 2027.

STRATEGY A.3.1: Reactivate and modernize three existing campus digital signage displays for university and paid partner use.

- **Output:** Restore and maintain digital boards at the student center, baseball field and Athletics and Assembly Center for branded and sponsored messaging.
- **Efficiency:** Implement rotating content system to reduce university reliance on printed signage by at least 30%.
- **Explanatory:** Advertising policy, pricing model and IT coordination required before launch; metrics will be evaluated by usage and impressions.

Goal B: Promote Student Success, Academic Prominence and Research Excellence

OBJECTIVE B.1: Increase prospective student engagement through targeted storytelling of student achievement.

Outcome: Increase digital engagement with recruitment content by 25% by 2031 (based on click-through and inquiry rates).

STRATEGY B.1.1: Develop and distribute student success features across university platforms.

- **Output:** Publish 36 student stories annually by 2031 (2025 baseline: 12).
- **Output:** Launch at least two student-focused campaigns per year.
- **Efficiency:** Reduce average production time for student stories to less than one week by 2028.
- **Explanatory:** Annual output influenced by availability of high-impact student stories; institutional tracking systems will support sourcing.

OBJECTIVE B.2: Increase external visibility of faculty expertise and institutional research.

Outcome: Generate ten new external inquiries or partnership leads by 2031 attributable to academic and research communications.

STRATEGY B.2.1: Expand academic and research news production and distribution.

- **Output:** Increase academic and research stories from 25 in 2025 to 40 by 2031.
- **Output:** Collaborate with the Division of Research and Economic Development on a quarterly digital research newsletter by 2028.
- **Efficiency:** Reduce publishing lag for news releases to less than three weeks post-publication or award.
- **Outcome:** Increase research content reach by 10% annually.
- **Explanatory:** Story development dependent on coordination with faculty and the Division of Research timelines.

OBJECTIVE B.3: Strengthen alumni and community engagement through communications that support giving, advocacy and pride.

Outcome: Provide creative assets to increase alumni newsletter open rate and engagement by 10% by 2030.

STRATEGY B.3.1: Feature alumni achievements and JSU's community impact in key channels.

- **Output:** Publish at least 10 alumni stories annually; share at least one impact story per month.
- **Efficiency:** Ensure 100% of published features are repurposed across three or more platforms.
- **Explanatory:** Metrics influenced by overall growth in alumni population and external economic climate.

Conclusion

The Division of University Communications' strategic plan for fiscal years 2027 through 2031 supports Jackson State University's mission by aligning storytelling, branding and engagement strategies with institutional priorities. Each goal and objective include measurable outcomes and defined performance indicators, reflecting the division's commitment to fiscal responsibility, continuous improvement and meaningful impact. With a focus on both operational efficiency and forward-thinking innovation, this plan meets the expectations of the Mississippi Legislative Budget Office and positions University Communications as a strategic asset in the university's growth and sustainability.

Division of Human Resources

OBJECTIVE A.1: Develop an effective and future-ready leadership pipeline

Outcome Measure:

- Leadership readiness rate
- Internal promotion rate to leadership positions
- Retention rate of high-potential talent

STRATEGY A.1.1: Implement a leadership development program.
Use succession planning frameworks to identify and develop internal talent.

Output/Efficiency:

- Number of employees enrolled and completing leadership vacancies internally.
- Ratio of internal vs external leadership hires.

Explanatory Measure:

- Employee engagement and aspiration scores from talent reviews.
- Performance rating and potential assessment. Participation in developmental activities (e.g., cross-functional projects).

OBJECTIVE B.1: Increase employee engagement through surveys and recognition.

Outcome Measure:

- Employee engagement score (from surveys)
- Voluntary turnover rate
- Absenteeism rate

STRATEGY B.1.1: Conduct regular employee engagement surveys.
Foster a culture of recognition.
Provide opportunities for career development.

Output/Efficiency:

- Number of employee suggestions implemented.
- Participation rate in engagement surveys.
- Manage follow-up rate on engagement improvement plans.

Explanatory Measure:

- Survey response rates
- Benchmark engagement levels by departments
- Internal promotion rate

OBJECTIVE C.1: Improve HR data analytics and reporting capability

Outcome Measure: Decision-making accuracy based on HR data insights
Executive satisfaction with HR reports

STRATEGY C.1.1: Establish centralized HR analytics dashboards.
Train HR staff in data interpretation.
Standardize reporting templates across HR functions.

Output/Efficiency:

- Number of reports automated vs manual.
- Average turnaround time for HR data request.

Explanatory Measure:

- Data quality and completeness scores
- Usage statistics of HR dashboard by leadership

Conclusion

As we bring another remarkable year to a close, it is with immense pride and gratitude that we present the annual university report. This comprehensive document showcases our collective achievements, challenges, and progress in advancing our institution's mission of providing a transformative educational experience.

Over the past year, our university has thrived through the dedication and collaborative efforts of our students, faculty, staff, and supporters. Together, we have cultivated an environment that fosters intellectual curiosity, promotes diversity and inclusion, and prepares our graduates to excel in a rapidly evolving global landscape.

Throughout this report, you will find evidence of our commitment to academic excellence. Our accomplished faculty members have continued to demonstrate their expertise through groundbreaking research, innovative teaching methodologies, and impactful community engagement. Their tireless efforts have not only expanded knowledge within their respective fields but also inspired and mentored countless students along their academic journeys.

We are immensely proud of our diverse student body, whose commitment to learning and personal growth has been truly remarkable. From the halls of our classrooms to the corridors of our labs and studios, our students have consistently demonstrated their passion, resilience, and dedication to their studies. They have embraced opportunities for experiential learning, embraced new technologies, and contributed to the fabric of our campus community through their leadership and service.

Our commitment to creating a supportive and inclusive campus environment has remained steadfast. We have continued to invest in student support services, ensuring that every student has access to resources and guidance that nurture their holistic development. From academic advising and career services to mental health support and cultural organizations, we strive to empower our students to achieve their fullest potential.

Furthermore, our partnerships and collaborations with local and global communities have grown stronger. By fostering meaningful relationships with industry leaders, nonprofits, and government agencies, we have expanded opportunities for internships, research collaborations, and community engagement initiatives. These partnerships enable our students and faculty to address real-world challenges and make a positive impact beyond the confines of our campus.

We have also made significant strides in enhancing our campus infrastructure and technological capabilities. Our ongoing investments in state-of-the-art facilities, cutting-edge research laboratories, and digital learning platforms have positioned us at the forefront of education innovation. These advancements have enriched the learning experience and facilitated interdisciplinary collaboration, preparing our students to navigate an increasingly interconnected world.

None of these achievements would have been possible without the unwavering support and dedication of our faculty and staff members. Their commitment to excellence, behind-the-scenes efforts, and

tireless work in various departments ensure the smooth functioning of our university, enabling us to provide an exceptional educational experience for all.

As we look towards the future, we remain committed to embracing change, fostering innovation, and addressing the evolving needs of our students and society. By staying true to our core values, nurturing intellectual curiosity, and promoting inclusivity, we will continue to nurture the leaders, thinkers, and change-makers of tomorrow.

On behalf of the entire university, I extend my deepest gratitude to all who have contributed to our success. Your passion, commitment, and unwavering support have made our achievements possible. Together, we will continue to shape minds, transform lives, and make a lasting impact on our world.



Mississippi State University

5 Year Strategic Plan

Planning Document

2028-2032

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Mississippi State University 5-Year Strategic Plan

2028-2032

1. Comprehensive Mission Statement

Mississippi State University is a public research, land-grant university with a mission to provide access and opportunity to all sectors of Mississippi's diverse population, as well as other states and countries, and to offer excellent programs of teaching, research, and service.

Mississippi State University offers a comprehensive range of undergraduate, graduate, and professional programs across many disciplines.

The university embraces its role as a major contributor to the economic development of the state and beyond through targeted research and the transfer of ideas and technology to the public, supported by faculty, staff, student, and alumni relationships with industry, community organizations, and government entities.

Mississippi State University is committed to its tradition of instilling among its community ideals of diversity, citizenship, leadership, and service.

Building on its land-grant tradition, Mississippi State University strategically extends its resources and expertise for the benefit of Mississippi's citizens, the nation, and the world by offering access for working and place-bound learners through its on- and off-campus education and research sites, Extension, and distance education programs.

2. Statement of Agency Philosophy and Values

At Mississippi State, we're redefining the role of a land-grant university. We provide an innovative, hands-on learning experience, meeting all students where they are and equipping them for a world that needs their talent. We're working to help our communities prosper while exploring cutting-edge solutions to the world's biggest challenges.

Together, we're taking care of what matters in the 21st century – starting in our own backyard.

3. Relevant Statewide Goals and Benchmarks

Statewide goal: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

UNIVERSITIES: UNDERGRADUATE

Strategic Goal #1: College Readiness

- Average ACT score of entering freshmen—25.1

- Number and percentage of entering students graduating from Mississippi public high schools who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both

Total entering freshman (fall 2024)	Math only		English only		Both Math & English		Total	
	#	%	#	%	#	%	#	%
3,596	378	10.5%	113	3.1%	79	2.2%	570	15.9%

- Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years—86.7%
- Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within 2 years—85.9%

Strategic Goal #2: Student Progress

- First-year retention rate (from fall to fall) for entering full-time freshmen—82.5%
- Percentage of full-time students completing 24 credit hours within one academic year—81.7%
- Percentage of part-time students completing 12 credit hours within one academic year—55.3%

Strategic Goal #3: Student Graduation Rates

- Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment—24.3
- Student graduation rates: first-time full-time freshmen cohort students graduating within
 - 4 years—41.1%
 - 6 years—63.1%
 - 8 years—64.4%

Strategic Goal #4: Graduates in High-need Disciplines

- Number of graduates in high-need disciplines (i.e., science, technology, engineering, math, education, including non-teaching areas and nursing), by discipline

STEM	1,683
Education	287
Health	8
TOTAL	1,978

- Number of graduates in teaching from Mississippi public higher educational institutions—331
- Licensure exam pass rates for graduates with four-year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II —Not available by July 1, 2026

Strategic Goal #5: Retention of Graduates in High-need Disciplines

Percentage of teacher candidates from Mississippi public higher educational institutions who become Mississippi public school teachers following graduation – N/A

Strategic Goal #6: Cost

6a: to students

- Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions—40.6%
- Dollars spent on remedial coursework—\$89,984
- Average student debt on graduation— N/A

6b: to taxpayers

- Total state expenditures per student—\$20,762

Strategic Goal #7: Quality of Learning Environment

- Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees)—81.5%

GRADUATE**Strategic Goal #8: Graduation Rate**

- Percentage of enrolled graduate students who complete graduate degree—71.7%
- Number of graduate degrees awarded—1,554

Strategic Goal #9: Graduates in High-need Disciplines

- Number and percentage of graduate degrees awarded in science, technology, engineering, and math

Master's Degrees	STEM Degrees	% STEM Degrees	Doctoral Degrees	STEM Degrees	% STEM Degrees	Total Degrees	STEM Degrees	% STEM Degrees
1,198	422	35.2%	194	110	56.7%	1,392	532	38.2%

Strategic Goal #10: Commercialization of Academic Research

- Dollar value of research grants and contracts awarded to Mississippi State University—\$244,277,024
- Percentage of total federal research and development expenditures received by Mississippi public universities—89.0%
- Number of patents obtained by Mississippi public universities in emerging technologies—7 issued, 21 filed in FY2025

4. Overview of the 5-year Strategic Plan

The **Transforming MSU** strategic plan charts a new vision for Mississippi State University as we redefine our role in solving some of the world's most critical challenges. This plan is comprised of five "pillars" or goals. Within each pillar are objectives and desired outcomes. These outcomes are tracked by efficiency, output, and outcome metrics. To accomplish the objectives and outcomes, the institution has established several initiatives that are already underway. Details of the plan are published at <https://www.msstate.edu/transformation/strategic-plan>.

The MSU plan aligns with that of the Mississippi Institutions of Higher Learning and the statewide goal for higher education as stated in "Building a Better Mississippi: The Statewide Strategic Plan for Performance and Budgetary Success."

5. External/Internal Assessment

The level of state support has a direct and significant effect on Mississippi State's ability to meet its goals and objectives. Full implementation of our plan depends on stable and appropriate state funding, along with revenue from other sources.

National and international developments that affect federal appropriations for agencies that provide a significant portion of external funding for university research may result in stiffer competition for federal funding.

University enrollment and the academic profile of the student body may be affected by the number of new graduates of state high schools. A change in the university's competitive environment, such as a change in the relative availability of scholarship funds, funding for faculty and staff salaries, or institutional support, could influence the university's level of success in these areas.

Each division of the university has a planning and evaluation process whereby annual goals and objectives are set, strategies developed, outcomes measured, and assessment completed. While the procedures may vary among divisions, each relates its objectives to the goals as stated in the university's strategic plan.

Using agreed upon performance outcomes, each unit annually assesses its performance relative to its stated priorities, goals, and/or objectives for the year. Every academic, administrative, research and outreach unit has developed an assessment plan for the unit that identifies goals and/or student learning outcomes, assessment methods and performance measures, and mechanisms for translating assessment results into improvement actions.

5.1 Internal Management Systems

To accomplish this work, the following committees and individuals have been identified:

- **Steering Committee**—comprised of senior administrators and experts who provide strategic direction on decisions, prioritize programs and initiatives, and challenge the status quo to make best use of our resources
- **Transformation Management Team (TMT)**— The Transformation Management Team serves as the "air traffic controller" in order to orchestrate the many moving parts of the transformation. This team manages the program roadmap, supports in-flight projects to

enable teams to deliver on their goals, and provides visibility into decisions that need to be made by the Steering Committee. The TMT also coordinates change management activities and reporting on progress toward the strategic plan's outcomes.

6. Agency Goals, Objectives, Strategies, and Measures

1. Serve the Whole Student

Objective: Help students thrive through innovative academic programs and memorable experiences while ensuring a holistic focus on student well-being.

Outcomes:

- Students possess the required content knowledge to lead fulfilling careers
- Students achieve their academic goals by completing their academic programs
- Students enjoy a vibrant campus environment filled with meaningful learning, research, and service activities that prepare them for healthy and productive lives
- Graduates will continue to seek new knowledge for perpetual learning and success

2. Strengthen Our Bonds

Objective: Grow and nurture relationships that further enhance our vibrant community.

Outcomes:

- MSU community members feel valued and equipped to be successful in their roles
- Alumni & friends nurture mutually beneficial relationships with MSU
- Industry representatives and employers partner with MSU for shared opportunities
- Outside organizations collaborate with MSU to develop research and service opportunities and pathways for mutually beneficial goals
- The MSU fanbase is enthusiastic, supportive, and continues to grow

3. Ignite Innovation

Objective: Foster life-changing research and creative endeavors to advance our society.

Outcomes:

- Research/creative discovery and local partnerships inspire entrepreneurial activity
- Scholarship advances solutions for improving health conditions and health education
- Scholarship addresses critical needs in our educational systems
- Scholarship addresses sustainable infrastructure, agriculture, and natural resource to feed, clothe, and shelter the world
- All scholars have the support they need to be successful and for MSU research to be recognized for its impact on society

4. Elevate Our Community

Objective: Serve our communities with the knowledge and experience that address critical challenges and unique opportunities.

Outcomes:

- Mississippi and other communities like ours conquer economic and social barriers and develop a strong workforce
- Mississippi and other communities like ours have improved health and well-being
- Mississippi schools and similar educational programs improve the learning outcomes of our children and disrupt cycles that prevent them from reaching their full potential
- Mississippi and communities like ours leverage, restore, and protect our agriculture and natural resources
- MSU students, alumni, faculty, and staff have a stronger personal commitment to serve their communities

5. Tell Our Story

Objective: Grow awareness and shape the perception of MSU by amplifying the stories, impacts, and excitement of our community.

Outcomes:

- More students choose to enroll at MSU
- Recruitment efforts end with successful employment of high-quality faculty
- Recruitment efforts end with successful employment of high-quality staff
- MSU brand identity becomes second nature in all communication products
- MSU brand garners greater recognition and positive perceptions, especially beyond our region

Center for Advanced Vehicular Systems (CAVS)

5 Year Strategic Plan for the Fiscal Years 2028-2032

1. Comprehensive Mission Statement:

CAVS strives to be a world-class center of excellence for research, technology and education equipped to address engineering challenges facing US mobility industries. Utilizing high performance computational resources and state-of-the-art analytical tools for modeling, simulation, and experimentation, CAVS will provide a distinctive, interdisciplinary environment wherein next-generation engineers and scientists train alongside field experts to investigate, design, and verify novel solutions in materials, propulsion, and design for efficient human and vehicle mobility. Harnessing our broad impact research along with our state, national, and international industrial alliances, CAVS will support economic development and outreach activities throughout the State of Mississippi.

2. Philosophy

CAVS represents a commitment by the State of Mississippi and Mississippi State University to work with and support Mississippi industry through project-based activities. The management at CAVS and the research team in general, recognize the need to generate economic development via technological and scientific discovery. This means CAVS serves as a knowledge resource for existing and future Mississippi industries. As with all academic research centers, CAVS is committed to ensuring the best and brightest engineering talent is brought to bear on the regional growth initiatives and development of a strong R&D infrastructure to support the emerging opportunities such as the Southern Automotive Corridor and the Mississippi Defense Initiative. CAVS faculty and staff are continuing to work closely with MDA and local economic development authorities throughout the state in recruiting new industry to the state. Having access to knowledgeable researchers and providing leading edge capabilities is an important asset for the State.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1. Economic Development: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Relevant Benchmarks #1.:

- Number of jobs in manufacturing sector
- Number of new businesses and jobs resulting from Mississippi Development Authority global business contacts (national recruitment, international investment and trade)

Statewide Goal #2. To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks #2:

- Dollar value of research grants and contracts awarded to Mississippi public universities
- Percentage of total federal research and development expenditures received by Mississippi public universities

4. Overview of the Agency 5-Year Strategic Plan:

CAVS plays a critically important role in the support of several of the research focus areas of the University as indicated below.

Off-Road Autonomy

Over the last few years, CAVS has invested in building research infrastructure in the field of autonomy (i.e., people, modeling platform, hardware, real world testing). Last year, CAVS developed a technology road map supporting our goal of becoming the nation's leading research university in off-road autonomy. As a result, CAVS has developed a new modeling framework called MAVS (Mississippi State University's Autonomous Vehicle Simulation). In addition, CAVS is actively developing a 50-acre proving ground for conducting autonomous vehicles testing in an off-road environment. These developments have drawn the attention of the US Army and as a result, CAVS is now a participating member of the Army's consortium of university automotive research centers called the ARC (Automotive Research Center).

Specific research topics supporting off-road autonomy include environmental sensing, machine learning based route planning, human-vehicle interaction, wireless communications in rural settings, large training datasets for neural network-based algorithm development, vehicle-terrain interaction modeling, and human robot interaction.

In addition, virtual and augmented reality is another area of substantial research supported by CAVS which supports this overarching mission of bringing autonomy into the mainstream. Capabilities supporting this research domain include multiple labs which vary from data visualization using virtual reality to augmented reality in order to enhance real world perceptions. Our approach to human factors research has broader impacts in areas as diverse from safety to advanced manufacturing.

Advanced Materials & Additive Manufacturing

CAVS has an international reputation in conducting research in advanced materials and manufacturing. This includes a broad-based expertise in understanding the structure of materials from the atomic to the macroscopic scales and the critical multi-scale relationships. Expertise includes nanoscience and nanotechnology, fundamental properties and characteristics of materials, metallurgy, failure analysis, composite materials and polymers, and high strength steel.

We will establish a major new initiative to assist the primary metals manufacturing cluster in our region. Our region has seen significant capital expansion in this area with the announcement of a new \$2B Aluminum Dynamics and downstream metal processor's

location in the Golden Triangle area. This along with the substantial presence of Steel Dynamics and Mueller Copper tube has resulted in a growing industrial cluster around primary metals. As a result, CAVS has launched a new initiative termed “SCALEUP” (Steel Copper and Aluminum Excellence in Upscaling Production). It is our goal within the next 5 years, to secure a pilot research-production facility and associated equipment based on a consortium of leading industries within our state.

In addition to a strong research focus on materials, CAVS also supports a substantial program targeting manufacturing research. This includes having arguably the nation’s most capable infrastructure supporting steel research. CAVS efforts in manufacturing research includes processes like casting, rolling, quenching, and additive manufacturing. Current funding from the US Army (Engineer Research & Development Center, Ground Vehicle Systems Center, and Army Research Lab), multiple DOE (Department of Energy) labs, and NASA along with a strong private industry advisory board indicate the level of success that CAVS has established in addressing critical national problems.

We anticipate continued strong research funding opportunities possibilities related to the following critical areas.

- Quality and Performance of High Strength Steel – including active development with the Office of Naval Research in the development of the next generation steel.
- Optimize the Process of Metals based Additive Manufacturing
- Application of Machine Learning and AI to predicting material performance.
- Hypersonics - involves the leveraging of both our multiscale materials modeling with our longstanding capability in computational fluid dynamics into the domain systems operating at Mach-4 and higher.
- Predictive and Conditioned Based Maintenance using ML/AI to optimize Depot operations supporting the Department of War.

Sensing & Data Analytics

These research efforts include cybersecurity, data analytics, surrogate modeling, GPU enabled computing, athlete engineering, and conditioned based maintenance.

We anticipate strong funding prospects from the following areas.

- Human Performance (Athlete Engineering Institute) – This is a new institute has grown out of CAVS and has a strong future for continued funding. This effort has successfully leveraged successful NSF projects, Air Force Research Laboratory, and key relationships NFL, Major League Baseball, and NBA teams.
- Conditioned Based Maintenance – This is a promising area of research that has dual use application between military and industrial applications. There has been enormous growth the application of sensors, on-the-edge computing, and other key technologies that enable us to understand better overall “systems health.” This is an area that CAVS is positioned to leverage federal contracts for supporting fleet optimization into capital intensive industrial applications from strategic industry.

Industrial Engagement

CAVS, through its CAVS Extension organization, has developed a robust national reputation in the performance of engineering engagement that supports economic development across the state. This engagement work includes technology assistance projects as well as professional development workshops. Strategic relationships and positive economic outcomes have resulted from sustained projects with larger companies like Steel Dynamics, Navistar Defense, AM General, Nissan, Toyota, Faurecia, Baxter Healthcare, Ingalls Shipbuilding along with numerous locally owned companies (e.g., CITE Armor, Viking Range, Hol-Mac, Taylor Machine & Power). Since 2006 CAVS has positively impacted over 200 different manufacturing companies which have reported a total economic impact more than \$7.6 billion and over 7,700 jobs either created or retained. This work has been enhanced through successful engagement with several federal programs by winning competitive national proposals – for example, Boost Mississippi, Accelerate Mississippi, and Manufacturing Extension Partnership.

In addition, through our emphasis on clean combustion we have developed a robust combustion engine testing capability including a new emission lab, a re-engineered large diesel engine testing lab, and a relatively unique 4-wheel chassis dynamometer. The objective is to leverage both federal as well as industrial funding. A great example of this is the recently established Mississippi Clean Fuels Coalition (MSCFC) with participation from over 30 different organizations and companies across the state.

The overall goal for CAVS is to develop superior engineering, manufacturing, design, and information technologies relevant to Mississippi industries. This is accomplished by bringing to bear world-class technologists and technologies to solve complex problems. Typically these problems go beyond the capabilities of single investigators and require team-based solutions. The output from these efforts provides sustainable regional competitive advantages. To be successful, CAVS maintains a portfolio of short-term and long-term projects to create a succession of increasingly more vital outputs, ranging from students with enhanced project management skills to commercialization of the intellectual products. We operate with three key goals – identification of opportunities as evident by proposal solicitation and submission, responsible management of the funded programs, and documented output via Bachelor, Master, and Doctoral student production, publications, patent disclosures, spin-off companies, and presentations.

A key role CAVS plays is to seed new growth areas that will become important elements for economic growth. Accordingly, small initiatives are intended to grow, mature, and become centers of excellence. It is a critical job to identify those areas that properly fit with our core skills and growth opportunities – we are far ahead in the following areas:

- advanced mobility – development of electric and autonomous vehicle capability with a focus on off-road environments.
- computational design and manufacturing – physics-based material models, design, optimization
- computational fluid dynamics – mesh generation, critical knowledge on the behavior and capabilities of missiles, aircraft, and engines, energetics

- systems engineering - manufacturing, product life cycle, risk mitigation, and logistics
- outreach, extension, and technology transfer – manufacturing extension, quality systems
- materials characterization – bio-inspired design, advanced electron microscopy, in situ analysis of damage and damage accumulation.

Further seeds have been planted in the following areas that will reach maturity in less than five years:

- development of a modeling and simulation framework for simulation and analysis of autonomous vehicles.
- unmanned ground vehicle control and communication – vehicle performance monitoring, crash avoidance, advanced autonomous control
- athlete engineering – sensors and data analytics supporting the various types of athlete – sports, industrial, and tactical.
- additive manufacturing – creation of new products via a layering process using metals.

5. Agency's External/Internal Assessment

The research thrusts in CAVS are organized to enable assembly of teams as needed to attack a variety of research problems. CAVS possesses research expertise in material science, manufacturing process modeling, computational mechanics, computational fluid dynamics, systems engineering, physics-based modeling, vehicular systems engineering, design optimization, human factors and ergonomics, alternative powered systems, diesel combustion technologies and intelligent electronic systems. Research activities include efforts on vehicle weight reduction, improved crashworthiness, novel powertrains, autonomous vehicle control (robotics) as well as advances in improved diagnostics, manufacturing, human interface, and computational design technologies.

The auxiliary efforts supporting the research clusters focus on responsible management of large team-based research programs. In turn, the Center administration works with support groups within the University and the multiple-center shared resources available from the High Performance Computing Collaboratory (HPC2) unit. Our future is contingent on planting seeds that will mature into new strengths. CAVS is designed to operate in research topics that are complex and that require interdisciplinary teams. This is very different from the structure found in academic departments. As a successful university-based research center, CAVS seeks multiple pillars of support to ensure stability. A goal for CAVS would be no more than 20% of the income from a single sponsor.

Our model is CAVS invests in a R&D program that is currently targeting niche areas that create initial successes in interdisciplinary topics that supports multiple academic departments. This transformation is being guided by funding initiatives that help assemble groups to attack niche research topics that have a high potential for growth. For example, CAVS has emerged as a national leader in lightweight metals and composites intended for automotive and other light vehicle applications. Also, we will seek means to increase the industrial collaboration via projects, consortia, conferences, workshops, and support of federal initiatives.

The performance effectiveness is now measured by the number of doctoral students graduated, research proposal success rate (goal is 25%), and number of multiple investigator proposals (especially those that combine research from different areas). Further, publications that cross traditional boundaries are a prime objective, as measured by multiple authorships. Thus, CAVS performance will be measured by the traditional publication, proposal, and presentation metrics applied to all university centers, while going further to create new initiatives with a goal of fostering 80% of the output from interdisciplinary teams.

Vehicular systems are complex. Issues in the automotive and aerospace industry range over a width of areas, including geometric modeling, high-resolution dynamic simulations, acceleration and performance, advanced power electronics, hybrid vehicle design, emission controls, ergonomics, manufacturing cost, safety, recycling, and fuel economy. The priorities and issues change frequently, so a research center focused on this field needs to remain flexible. Accordingly, each of these areas requires a knowledgeable team member who can participate in formulating new research programs to ensure balance and fresh solutions. The target performance areas come down to people, strategic hires with deep backgrounds relevant to solving complex problems. In that regard, selective hires and seeds for the future require investments to sustain the early success rate already evident at CAVS.

6. Agency Goals, Objectives, Strategies, and Measures by Program

Program 1: Economic Development

GOAL A: CAVS will provide quality support to Mississippi's manufacturing enterprise.

OBJECTIVE A.1. Provide support to the state's manufacturing enterprise to effectively utilize industry resources and provide targeted assistance.

- Outcome: Increased number of new jobs
- Outcome: Increased number of jobs retained
- Outcome: Increased economic impact of manufacturing sector

A1.1 STRATEGY: Quarterly reports from Manufacturing Extension Partnership of MS (MEP.ms) will show the economic impact of collaborative projects with CAVS.

- Output: Actual number of jobs saved or retained
- Output: Quantitative numbers on economic impact
- Efficiency: Cost of doing business is reduced

A1.2 STRATEGY: Be a key partner with MDA in the retention and growth of existing industries in the Mississippi manufacturing enterprise.

- Output: Actual number of jobs saved or retained
- Output: Quantitative numbers on economic impact
- Efficiency: Cost of doing business is reduced

OBJECTIVE A.2. Provide support to MDA to recruit new businesses (domestic and international) and jobs for the state's manufacturing enterprise.

- Outcome: Increased number of new jobs
- Outcome: Increased number of new businesses
- Outcome: Increased economic impact of manufacturing sector

A2.1 STRATEGY: Be a key partner with MDA in the recruitment of new companies from Asia, Europe, and South America.

- Output: Actual number of new jobs
- Output: Quantitative numbers on economic impact
- Efficiency: New businesses help increase state tax base

Program 2: Education: Higher Education

GOAL A: CAVS will serve as the region's top research facility devoted to vehicular and manufacturing research.

OBJECTIVE A.1. CAVS will provide an environment in which faculty and students will produce significant peer reviewed and conference publications.

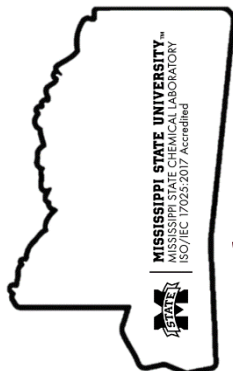
- Outcome: Visibility within research community
- Outcome: Visibility among research sponsors
- Outcome: Be a resource for providing Mississippi industry with key academic partnerships

A1.1 STRATEGY: Provide an interdisciplinary research environment.

- Output: Graduates in high-need STEM disciplines
- Output: Provide well-equipped engineering workforce to Mississippi industry
- Efficiency: Mississippi industry has a pool of qualified STEM graduates from which to recruit

A1.2 STRATEGY: Leverage and expand MSU research efforts in high performance computing, physics based modeling and simulation, and science/engineering related to manufacturing.

- Output: Increased number of research proposals
- Output: Increased research funding from federal and corporate sponsors
- Efficiency: Sponsor funds used to fund faculty and students for research and subsequent STEM graduates



MISSISSIPPI

STATE CHEMICAL LABORATORY

Reliable Testing for a Safer Mississippi

Chemical Laboratory

Strategic Plan 2028-2032

1. Comprehensive Mission Statement

Established under Mississippi Code Annotated § 57-21-1 et seq., the Mississippi State Chemical Laboratory (MSCL) serves as the state's official analytical testing framework. The laboratory is statutorily mandated to protect public health, support regional agricultural productivity, defend fair economic commerce, and preserve native natural resources. MSCL verifies the safety, chemical composition, and regulatory label compliance of human foods, livestock feeds, commercial fertilizers, crop protection chemicals, petroleum products, and other controlled compounds distributed inside the state boundaries.

By producing accurate, legally defensible analytical workflows, MSCL delivers technical counsel and scientific validation to state regulatory inspectors, commercial producers, manufacturing partners, and private citizens. Additionally, as Mississippi's primary chemical emergency response laboratory facility, MSCL coordinates directly with regional, state, and federal law enforcement and emergency management networks to intercept environmental contamination and chemical threats.

2. Statement of Philosophy

MSCL operates under a strict paradigm of scientific objectivity, legal defensibility, continuous accountability, and public stewardship. We remain dedicated to producing highly accurate, verified, and rapid analytical datasets. This data ensures consumer trust, maintains baseline equity in the state market, and optimizes the competitive value of regional agricultural exports.

3. Relevant Statewide Goals and Benchmarks

Core Statewide Strategies & Structural Pillars

To ensure resource allocation mirrors organizational objectives, MSCL locks its operational development into five distinct strategic paths. This design separates testing workflows, administrative metrics, and discovery mechanisms into MSCL Strategic Framework.

Statewide Goal #1: Public Health and Consumer Protection



Advance public health and safety of agricultural commodities and provide timely and appropriate responses to emergencies and disasters that pose threats to the environment, animal health, and Mississippians.

Relevant Benchmarks #1

1. Food Security & Contaminant Surveillance

MSCL deploys a proactive surveillance program to protect the integrity of food supply chains utilizing advanced analytical chemistry. Our laboratories monitor vulnerable infrastructure points for highly disruptive economic risks including mycotoxins, heavy metals, pesticide drift residues, and persistent chemical contaminants across human food, animal feed, groundwater, and native vegetation/soil systems. Operating in direct alignment with state laws and regulatory requirements, our compliance teams enforce rigorous analytical and regulatory standards.

2. Public Health Infrastructure & Water Table Potability

Operating as a critical component of Mississippi's public health infrastructure, MSCL provides ISO/IEC 17025:2017-accredited analytical testing for regulated contaminants in drinking water and foods in support of the Department of Health and other regulatory partners. Using validated, high-throughput methods, the laboratory detects heavy metals and other chemical contaminants, enabling timely regulatory action, protecting public health, and ensuring compliance with state and federal standards.

3. Public Health & Safety: Emergency Preparedness & Laboratory Response Resilience

MSCL maintains a highly resilient, enterprise-grade emergency response framework designed to maintain operational continuity and neutralize biochemical, environmental, or industrial crises. This specialized rapid-response cell functions in lockstep with elite defense and federal enforcement agencies:

- Federal Bureau of Investigation (WMD program / forensic threat response)
- U.S. Environmental Protection Agency (Water Laboratory Alliance Response Plan)
- Mississippi National Guard 47th Civil Support Team (rapid chemical incident response)
- Mississippi Alliance of Emergency Preparedness Laboratories (lab capacity and coordination)

Through synchronized table-top drills, real-time telemetry sharing, and secure collaborative agreements, MSCL delivers the definitive scientific data infrastructure

required by executive decision-makers to manage macro-level emergencies, protect state populations, and shield critical economic resources.

FY26 MSCL Metric Dashboard

Measure	FY26
Total Samples Analyzed	9,398
On-Time Reporting	98%
Customer Satisfaction	100%

Statewide Goal #2: Regulatory Excellence, Market Standardization, & Economic Resilience



Support Mississippi's economic growth, agricultural competitiveness, and consumer confidence by providing high-quality analytical testing, regulatory oversight, scientific expertise, and emergency response services that ensure the safety, quality, and marketability of products sold and produced within the state.

Relevant Benchmarks #2

1. Maintain a Quality Management System

Maintain accreditation to ISO/IEC 17025:2017 by implementing a robust quality management system that ensures analytical results are accurate, reliable, scientifically defensible, and recognized by regulatory agencies and stakeholders.

2. Regulatory Oversight of Agricultural Products & Market Standardization

Provide analytical testing and scientific support for the enforcement of Mississippi laws governing feeds, pesticide formulations, fertilizers, agricultural liming materials, and soil amendments. Verify product quality, nutrient guarantees, and labeling accuracy to ensure regulated products meet established standards, protect consumers and producers, and promote a fair and competitive marketplace.

3. Deliver High-Quality Analytical and Regulatory Services

Deliver timely, accurate, and defensible analytical testing and scientific expertise that support regulatory programs, industry compliance, emergency response, and informed decision-making for the protection of public health, agriculture, and the environment.

FY26 (July-May) Samples Analyzed Performance Dashboard

Performance Measures	Samples tested/ Registration processed	Deficiency or Failures (%)
Fertilizers	388	6.0
Liming Materials	54	38
Feeds	1,196	10.5
Pesticide Formulations	160	1.25
Gasoline, Diesel Fuel, and Kerosene	2030	11.4
Antifreeze Registration	696	-
Total	4,524	

Expected Outcome

A fair and competitive marketplace where consumers and businesses can rely on product quality. Reliable laboratory services support business operations, regulatory compliance, and consumer while reducing economic risk.

Statewide Goal #3: Sustainable Natural Resource Management



Protect public health, support agricultural productivity, and preserve Mississippi's natural resources through scientific analysis, regulatory oversight, and environmental stewardship. MSCL will provide accurate analytical data that promotes sustainable land management, safeguards water quality, supports responsible nutrient management, and informs regulatory decisions affecting the state's agricultural and environmental resources.

Relevant Benchmarks #3

1. Sustainable Agriculture and Nutrient Management

Conduct analytical testing of poultry litter, agricultural liming materials, fertilizers, soils, and plant tissue to support responsible nutrient management, improve soil fertility, and promote sustainable agricultural production. These services provide science-based information that helps producers optimize crop productivity while minimizing environmental impacts.

2. Environmental and Crop Contaminant Monitoring

Provide analytical support for investigations involving crop contamination, pesticide misuse, plant health concerns, and emerging environmental contaminants affecting Mississippi agriculture. These activities support regulatory agencies, inform corrective actions, and help protect soil, water, and agricultural resources from chemical contamination.

3. Industrial and Agricultural Services (Fee-for-Service) Analysis

Deliver high-quality fee-for-service analytical testing for agricultural producers, industry, municipalities, researchers, and private clients. These services support environmental compliance, resource stewardship, product quality, and science-based decision-making while expanding the Laboratory's technical capabilities and service to Mississippi stakeholders.

FY26 (July-May) IAS Performance Dashboard

Measure	FY26
Total Samples Analyzed	4,874
Revenue as a % of Appropriated Budget	124.5%

Data: Fee-for-service analytical reports, client submissions, sample volume, and revenue records.

Source: MSCL Industrial and Agricultural Services Division.

Strategic Impact: Provides scientifically defensible analytical data that supports environmental stewardship, regulatory compliance, agricultural productivity, and industrial decision-making. Revenue generated through fee-for-service testing enhances operational efficiency, reduces reliance on state appropriations, and sustains the Laboratory's capacity to meet the evolving needs of Mississippi's agricultural, environmental, and industrial sectors.

4. Overview of the Agency 5-Year Strategic Plan

The Mississippi State Chemical Laboratory is committed to enhancing and promoting agricultural production by protecting consumers, animals, and the environment from substandard and unsafe products sold in Mississippi. The MSCL maintains ISO/IEC 17025:2017 accreditation to uphold a rigorous quality management system for testing laboratories, supported by funding from the state as well as federal grants. The strategic plan for fiscal years 2028 - 2032 outlines MSCL's priorities and long-range vision to ensure access to quality laboratory services, support economic growth, and promote public safety.

Internal Management & Performance Dashboard

Operational excellence is driven through an active, data-driven internal management architecture led by the State Chemist and division heads.

- **The Quality Management System (QMS):** Maintained by a dedicated Quality Manager, the QMS guarantees continuous alignment with ISO/IEC 17025 standards, overseeing blind proficiency tests, instrumentation calibration cycles, and routine risk assessments.
- **Laboratory Information Management System (LIMS):** MSCL relies on its central LIMS engine to track sample chains-of-custody, track real-time machine run-times, auto-flag QA/QC variations, and generate external performance scorecards.

MSCL's Divisional Overviews

- 1. Chemical Regulatory Division:** The Chemical Regulatory Division forms the baseline defense for Mississippi's food chain and agricultural inputs. Over the next five years, this program will aggressively counter biological and chemical contaminants via targeted monitoring protocols. The division aims to protect public health, the environment, and agricultural interests by enforcing state and federal regulations, conducting rigorous testing, and providing expert consultation.
 - **Food Chain Defenses:** Formalizing a continuous, high-throughput mycotoxin surveillance network for regional grains and livestock feed.
 - **Emerging Contaminant Assays:** Constructing validated analytical methodologies for emerging contaminant detection within local aquaculture, agriculture, and water infrastructure.
 - **Precision Input Testing:** Standardizing automated instrumentation systems to expedite livestock feed label verification, fertilizer testing, and pesticide compliance checking.
- 2. Petroleum Products Division:** The Petroleum Products Division safeguards motorists and commercial logistics fleets from engine failure and fraudulent fuel formulations.
 - **Infrastructure Upgrades:** Transitioning to high-efficiency automated ASTM D86 distillation analyzers to elevate laboratory throughput capacity by an estimated 30%.
 - **Alternative Fuel Adaptation:** Extending testing matrices to encompass alternative energy formulations, biodiesel blends, and novel fuel additives to anchor Mississippi's place in the evolving green energy infrastructure.
 - **Administrative Self-Sustainability:** Exploring a structured antifreeze brand registration fee model to offsets advancing operational and instrumentation calibration overhead.
- 3. Industrial and Agricultural Services Division:** The Industrial and Agricultural Services (IAS) Division operates as MSCL's client-driven, fee-for-service arm, providing timely, high-quality analytical testing for commercial producers, manufacturers, agricultural stakeholders, and private citizens. IAS directly supports regulatory compliance, product quality assurance, and market integrity by enabling clients to meet state and federal safety standards.
 - **Fee-for-Service Operations:** Delivers rapid, client-submitted analytical testing services across agricultural, industrial, and consumer product sectors.
 - **Regulatory & Quality Support:** Assists stakeholders in meeting labeling, safety, and compliance requirements to ensure product integrity and public trust.
 - **Economic Enablement:** Strengthens Mississippi's agricultural and industrial economies by providing reliable data that supports trade, production quality, and market access.

- **Infrastructure & Technology Growth:** Invests in advanced instrumentation and expanded testing capabilities to broaden service offerings and improve turnaround time and analytical scope.
 - **Revenue Reinvestment & Sustainability:** IAS-generated revenue is reinvested into MSCL operations to support laboratory infrastructure, instrumentation upgrades, method development, and sustained modernization of analytical capabilities.
- 4. Research Division:** Innovation serves as the foundational driver for advancing modern laboratory systems within MSCL. The Research Division develops, validates, and deploys next-generation analytical methods that support both regulatory operations and external partners, ensuring MSCL remains at the forefront of scientific capability and applied laboratory science.
- **Method Development & Innovation:** Designs and validates advanced analytical methods that strengthen regulatory testing, improve data quality, and expand MSCL's technical capabilities across multiple laboratory disciplines.
 - **Academic & Agency Collaboration:** Engages in interdisciplinary partnerships with universities, state agencies, and federal laboratories to accelerate the development and adoption of modern analytical protocols and emerging technologies.
 - **Research-to-Operations Integration:** Translates experimental methods into routine regulatory workflows, ensuring innovations are operationally scalable and directly support MSCL service delivery.
 - **Grant Funding Strategy:** Pursues competitive federal and external grant opportunities to support research initiatives and infrastructure modernization, reducing dependence on state appropriations for capital investment.
 - **Technological Advancement Leadership:** Positions MSCL as a regional and national leader in analytical science by continuously advancing instrumentation, workflows, and applied research capacity.

5. MSCL's External/Internal Assessment

Internal Management Systems

The Mississippi State Chemical Laboratory (MSCL) maintains an agile internal governance framework engineered to optimize service velocity, enforce data defensibility, and sustain technical competency across all state testing channels. Under the executive leadership of the State Chemist, who defines the laboratory's long-term strategic vector, a management framework has been institutionalized to operationalize high-level objectives into daily workflow execution. This executive council monitors divisional latency, human capital efficiency, and stakeholder satisfaction loops.

MSCL External Assessment

Beyond its internal operational loops, MSCL navigates a complex macroeconomic landscape shaped by legislative, technological, and environmental variables. Executive leadership actively manages external performance drivers to maintain financial stewardship and operational agility:

- **Fiscal & Legislative Volatility:** Shifts in state or federal statutes can arbitrarily alter the lab's statutory mandate or introduce unfunded compliance requirements. Direct alterations in state funding mechanisms require MSCL to prioritize fee-for-service elasticity and aggressive federal grant tracking.
- **Capital & Technical Obsolescence:** Rapid advancements in analytical instrumentation necessitate continuous capital expenditure cycles and rigorous workforce upskilling to maintain institutional competitiveness.
- **Regulatory & Administrative Pressures:** Evolving environmental protection, food safety, and public health guidelines introduce increasingly stringent data integrity requirements and cross-agency auditing hurdles. Maintaining international compliance mandates frequent training, capital upgrades, and rigorous internal system audits.
- **Talent Management & Acquisition:** Intense market competition for specialized analytical chemists requires robust talent acquisition strategies, while public perception regarding food and water security directly impacts institutional credibility.
- **Emerging Ecological Challenges:** Rapid shifts in climate impacts, novel agricultural pesticide introductions, or new industrial waste chemical footprints require the continuous, rapid validation of updated testing procedures.

6. Agency Goals, Objectives, Strategies and Measures by Program

Over the next five years, MSCL will strengthen its role as Mississippi's primary regulatory and applied analytical laboratory system by expanding capacity in food safety, environmental monitoring, energy regulation, and industrial services. The agency will prioritize emerging contaminants, modernization of analytical infrastructure, sustainable fee-for-service growth, and enhanced interagency coordination.

AGENCY-WIDE STRATEGIES (NON-REPETITIVE CORE DRIVERS)

These strategies apply across all programs:

Strategy 1: Strengthen regulatory science and analytical capacity

Develop and maintain laboratory capabilities to support state and federal regulatory requirements, including emerging contaminants and evolving analytical standards.

Strategy 2: Expand fee-for-service and applied analytical services

Diversify laboratory service offerings to support agriculture, industry, environmental monitoring, and economic development.

Strategy 3: Modernize laboratory infrastructure and data systems

Invest in instrumentation, workflow optimization, and digital systems to improve efficiency, turnaround time, and data integrity.

Strategy 4: Strengthen interagency, academic, and industry partnerships

Enhance collaboration to support regulatory alignment, research advancement, and shared analytical capacity.

Strategy 5: Maintain ISO 17025-based quality and compliance systems

Ensure all laboratory activities are conducted under a unified quality management system supporting accreditation, defensibility, and data reliability.

Strategy 6: Strengthen emergency response and rapid analytical capacity

Maintain readiness for food, feed, environmental, and public health emergencies through coordinated response systems.

Strategy 7: Expand outreach and stakeholder engagement

Improve communication, transparency, and technical assistance to regulated entities, industry, and the public.

Program 1: Chemical Regulatory Division

GOAL A: Ensure the safety, integrity, and quality of food, feed, and agricultural inputs in Mississippi.

OBJECTIVE A.1. Strengthen monitoring and analytical testing of food, feed, and agricultural commodities to detect contaminants and support regulatory enforcement.

<i>Outcome:</i>	Improved protection of public health and increased confidence in agricultural markets
<i>Output:</i>	Increased number of regulatory samples analyzed annually
<i>Efficiency:</i>	Reduced turnaround time (TAT) for regulatory reporting
<i>Explanatory:</i>	Increased workload associated with federal/state regulatory mandates and emerging contaminant testing requirements

OBJECTIVE A.2. Ensure accuracy and nutritional integrity of feed products.

<i>Outcome:</i>	Enhanced consumer protection and regulatory compliance in feed markets
<i>Output:</i>	Increased number of feed samples analyzed annually
<i>Efficiency:</i>	Increased use of rapid screening and automated analytical methods
<i>Explanatory:</i>	Regulatory updates requiring expanded nutritional and fiber analysis capabilities

GOAL B: Sustain regulatory operations and stakeholder support.

OBJECTIVE B.1. Strengthen collaboration with state, federal, and industry partners.

<i>Outcome:</i>	Increased economic and regulatory impact statewide

Output: Number of collaborative projects and technical assistance initiatives
Efficiency: Increased stakeholder engagement and regulatory responsiveness
Explanatory: Development of joint initiatives and shared regulatory priorities

GOAL C: Expand analytical capability and service scope.

OBJECTIVE C.1. Expand the scope of testing services offered.

Outcome: Broader range of chemical analyses available to stakeholders.
Output: Number of new tests and analyses introduced.
Efficiency: Increase in testing service requests.
Explanatory: Market research and stakeholder engagement to identify needs.

Program 2: Petroleum Regulatory Division

GOAL A: Ensure compliance, safety, and quality of petroleum and fuel products in Mississippi.

OBJECTIVE A.1. Conduct regulatory testing of petroleum products for compliance.

Outcome: Enhanced consumer protection and safety in fuel products
Output: Increase in the number of fuel samples tested annually
Efficiency: Decrease in sample turnaround time through optimized testing protocols
Explanatory: Ongoing costs of calibration, maintenance, and regulatory compliance

OBJECTIVE A.2. Support evaluation of alternative and emerging fuel technologies.

Outcome: Promotion of innovation and economic growth in the energy sector.
Output: Number of alternative fuel samples tested annually.
Efficiency: Timely evaluation of new fuel technologies.
Explanatory: Costs associated with research and development in alternative fuels.

OBJECTIVE A.3. Provide support for antifreeze registration to ensure compliance with safety standards.

Outcome: Increased safety and reliability of automotive products.
Output: Number of antifreeze registration and analysis of samples submitted by industry.
Efficiency: Efficiency in testing methods and regulatory compliance.
Explanatory: Consideration of implementing an antifreeze registration fee for each brand submitted to support increasing costs to support MSCL.

GOAL B: Strengthen regulatory sustainability and modernization.

OBJECTIVE B.1. Enhance regulatory partnerships and coordination..

Outcome: Strengthened regulatory framework and compliance.
Output: Number of collaborative initiatives with regulatory agencies.
Efficiency: Enhancement of regulatory guidance and support.
Explanatory: Documentation of partnership outcomes and regulatory impact.

OBJECTIVE B.2. Modernize petroleum testing infrastructure and capabilities.

Outcome: Improved efficiency and accuracy in petroleum product analysis.

Output: Implementation of new technologies and equipment.
Efficiency: Reduction in analysis turnaround times and operational costs.
Explanatory: Costs associated with technology acquisition and maintenance and personnel.

Program 3: Industrial and Agricultural Services Division

GOAL A: Provide high-quality analytical services to support industry, agriculture, and environmental compliance.

OBJECTIVE A.1. Deliver accurate chemical testing services for industrial and agricultural clients.

Outcome: Enhanced safety and regulatory compliance in industrial products.
Output: Number of chemical samples analyzed annually.
Efficiency: Decrease in sample turnaround time through optimized testing protocols.
Explanatory: Costs associated with maintaining equipment and regulatory compliance.

OBJECTIVE A.2. Support agricultural productivity through expanded testing services.

Outcome: Improved agricultural decision support.

GOAL B: Promote economic development through fee-for-service expansion.

OBJECTIVE B.1. Expand fee-for-service offerings to support emerging agricultural industries.

Outcome: Increased revenue generation.
Output: Number of new analytical services introduced.
Explanatory: Market analysis and demand assessment for new services.

GOAL C: Improve operational efficiency and customer service.

OBJECTIVE C.1. Enhance laboratory workflow and service delivery efficiency..

Outcome: Increased efficiency and customer satisfaction.
Output: Number of process improvements implemented.
Efficiency: Reduction in operational costs and turnaround times.
Explanatory: Optimization of workflow and laboratory processes.
Explanatory: Lean laboratory operations and workflow optimization.

Program 4: Research Division

GOAL A: Enhance Research and Development Capabilities.

OBJECTIVE A.1. Develop and validate advanced analytical methods for regulatory and applied science.

Outcome: Improved analytical capabilities and expanded service offerings.
Output: Number of chemical samples analyzed annually.
Efficiency: Decrease in sample turnaround time through optimized testing protocols.

Explanatory: Costs associated with maintaining state-of-the-art equipment and regulatory compliance.

OBJECTIVE A.2. Secure external funding through grants and contracts to support research initiatives.

Outcome: Increased financial sustainability.

Output: Grants awarded and proposals submitted

Efficiency: Success rate of grant applications.

Explanatory: Targeted grant application strategies and thorough proposal preparation.

GOAL B: Promote Collaboration and Outreach.

OBJECTIVE B.1. Expand interdisciplinary research partnerships.

Outcome: Strengthen research and academic partnerships.

Output: Number of collaborative research

Efficiency: Increased grant funding and publication output.

Explanatory: Engagement with academic and industry researchers.

OBJECTIVE B.2. Enhance public visibility and stakeholder engagement.

Outcome: Increased visibility and support for MSCL's mission.

Output: Number of outreach activities conducted.

Efficiency: Public engagement and feedback.

Explanatory: Use of diverse communication channels and educational materials.

Program 5: Microbiology Division (Proposed Expansion)

GOAL A: Establish microbiology testing capacity.

OBJECTIVE A.1. Develop operational microbiology laboratory capability.

Outcome: Operational division established

Output: Funding secured and laboratory established

OBJECTIVE A.2. Build laboratory infrastructure and analytical capacity.

Outcome: Fully functional microbiology services

Output: Equipment installed and validated

Program 6: Forensic Department (Proposed Expansion)

GOAL A: Establish a secure and accredited forensic testing capability.

OBJECTIVE A.1. Establish operational forensic laboratory space.

Outcome: Operational forensic division

Output: Facility established and staffed

OBJECTIVE A.2. Implement forensic analytical systems and workflows.

Outcome: Validated forensic testing capability

Output: Equipment and methods validated



Extension Service

Strategic Plan 2028-2032

1. Comprehensive Mission Statement

The Mississippi State University Extension Service provides research-based information, educational programs, and technology transfer focused on issues and needs of the people of Mississippi, enabling them to make informed decisions about their economic, social, and cultural well-being.

2. Philosophy

Mississippi State University Extension Service's overall purpose is education -- education that will empower people to make intelligent decisions relating to their vocations, their families, and their environment. Mississippi State University Extension Service's unique interdisciplinary perspective enables the organization to make a real difference in the lives of Mississippians.

Mississippi State University Extension Service is, and will continue to be, a leader for positive change for individuals, families and communities through the following ways: by providing research and education in a practical and applicable way; by using the latest technology and teaching techniques to serve clients; by developing and using volunteers to help disseminate programs and information; by cooperating with other groups and agencies; and by maintaining a culturally diverse staff responsive to the needs of various audiences at all socio-economic levels.

Mississippi State University Extension Service believes that agriculture and its related enterprises are of major economic importance in Mississippi and directs programs and resources to reflect this importance. Mississippi State University Extension Service also believes that quality of life is affected by the reciprocal relationship between people and their environment and continues to emphasize environmental issues. It recognizes the critical need for human resource development and continues to search for ways to help families and youth cope with an ever-changing society.

3. Relevant Statewide Goals and Benchmarks

Extension's mission is relevant to the state's goals of improving education in Mississippi. Education is provided formally through K-12 and the Institutions of Higher Learning. However, education is also provided to Mississippians non-formally through the outreach component of land-grant

mission of Mississippi State University (MSU). Extension is the only statewide, public funded entity that provides adult education beyond the formal education levels, which is available to all Mississippians.

Since the MSU Extension Service is a major component of MSU, the unit serves as the major outreach and engagement arm of the land-grant institution. Criteria for evaluation of the work of the MSU Extension Service may include, but may not be limited to, the development of programs, services, products and/or processes for clientele, including all work involved in planning and executing non-formal/non-credit educational programming, delivery and assessment. Excellence in Extension includes the ability to effectively impart the knowledge, methods, and standards of the discipline via Extension education activities, the ability to communicate with clientele using the appropriate delivery tool or method, the ability to assess or evaluate extension educational programming, research, or related creative activities and the application of assessments to improve future programming and delivery. Excellence in Extension may be documented by development of educational programs to teach.

Mississippians using direct contact methods such as meetings, workshops, tours, field days, etc.; faculty and staff training/assistance, including all educational activities conducted using direct contact methods to teach adults and youth as groups or individualized training; documentation of timely responses and contacts with individuals or groups by mail, phone, personal conference, e-mail or other digital or social media methods, or indirect program support directed towards educational programming via newsletters, publications, teaching materials, and/or mass media usage; implementation of Extension education to, specifically, adult clients, 4-H and youth audiences, and/or professional and technical audiences; participation in organized, invited, panel or round-table presentations and speaking engagements; effective use of mass media and social media networks; consistent and prolific production of non-peer-reviewed publications or formats for Extension education and programming; engaging in educational, scholarly, creative pursuits, and/or research in the form of grants, contracts, peer-reviewed presentations and manuscripts, book and book chapters, creative displays, etc.; continued professional development, international activities and other activities.

As a result of MSU Extension's unique educational mission, the agency's key performance-based measures to support building a better Mississippi should be added as "Extension/Outreach", along with "Public Schools" and "Higher Education" under the Education category of the key policy areas.

4. Overview of the Agency 5-Year Strategic Plan

Mississippi State University Extension Service has a wealth of human resources in all 82 Mississippi counties who are trained to deliver research based, unbiased educational information designed to improve the quality of life of Mississippians. Mississippi State University Extension Service has historically provided information in Agriculture and Natural Resources, Enterprise and Community Resource Development, Family and Consumer Sciences, and 4-H Youth Development. Extension educators disseminate current, research-based information through non-formal education methods, including seminars, workshops, group meetings, and Extension bulletins, newsletters, mass media and social media. Field demonstrations, farm tours and one-to-one technical assistance are additional non-formal education methods used to reach clientele.

Over the next five years, Mississippi State University Extension Service will continue to:

- Focus on quality services and programs that are client driven.
- Instill a future-oriented perspective in staff members, advisors, partners, and clients.
- Be responsive to new or different needs by maintaining flexibility in programming efforts.
- Develop a level of alternative resources to allow for adjustments to changing demands or critical needs.
- Expand efforts to help clients compete in a global economy.
- Foster an environment that will enable staff members and volunteers to achieve their full potential.
- Project a positive image that will broaden public understanding of Extension's mission, goals, programs, and accomplishments.

From 2028-2032, Mississippi State University Extension Service's programs will be directed toward the following five agency imperatives:

- Enhancing the viability of Mississippi's agriculture.
- Sustaining Mississippi's natural resources and environment.
- Growing vibrant and successful Mississippi communities and businesses.
- Building Mississippi's future through 4-H positive youth development.
- Strengthening and sustaining Mississippi families.

5. Agency's External/Internal Assessment

The following external factors could affect Mississippi State University Extension Service programs:

- Natural disasters (drought, weather extremes, etc.)
- Economy
- Public policy changes
- Appropriation changes
- Population changes
- Governmental regulations
- Competing programmatic challenges
- Competing public priorities
- Other (cultural traditions)

The following internal factors could affect Mississippi State University Extension Service programs:

- Personnel loss/gain
- Personnel expertise, morale, and productivity
- University priorities
- Facilities/space dedicated to programming
- Program planning and reporting system
- Professional development of educators (i.e., agents or volunteers)
- Information technology

6. Agency Goals, Objectives, Strategies, and Measures by Program

Program 1: Enhancing the viability of Mississippi's agriculture (See Miss. Code Ann § 37- 113-19)

GOAL: To increase the viability of Mississippi's agricultural industry through research- or evidence-based practices and educational programs.

OBJECTIVE A.1. Mississippi State University Extension Service will develop research- or evidence-based practices and educational programs that address the needs of Mississippi agricultural producers.

- *Outcome:* Increase the number of research- or evidence-based practices and educational programs available related to the viability of agriculture.

A.1.1 STRATEGY: Adapt or create research- or evidence-based practices and educational programs that address the needs of Mississippi agricultural producers.

- *Output:* Number and name of research- or evidence-based practices and educational programs related to the viability of agriculture adapted and/or developed for implementation.
- *Efficiency:* Educational programs will be adapted or created by a team of Extension specialists and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time Extension specialists would typically dedicate to program creation or adaptation.
- *Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE A.2: Mississippi agriculture producers and stakeholders will implement practices or behaviors that enhance agricultural productivity and/or profitability.

- *Outcome:* Number of clientele increasing knowledge about recommended agricultural practices or behaviors.
- *Outcome:* Number of clientele implementing recommended agricultural practices or behaviors.

- *Outcome:* Number of clientele reporting enhanced agricultural productivity and/or profitability.

A.2.1.STRATEGY: Mississippi State University Extension Service will deliver research- or evidence-based practices and programs to Mississippi's agricultural producers and stakeholders.

- *Output:* Number and name of programs and events related to the viability of agriculture delivered as a direct teaching exposure.
- *Output:* Number and name of programs and events related to the viability of agriculture delivered as an indirect teaching exposure.
- *Output:* Number of producers and stakeholders reached by programs and events related to the viability of agriculture.
- *Output:* Number of publications related to the viability of agriculture distributed through newsletters, brochures, etc.; mass media; and/or social media.
- *Output:* Number of producers and stakeholders reached by publications related to the viability of agriculture distributed through newsletters, brochures, etc.; mass media; and social media.
- *Output:* Number of other contacts (e.g., planning, cooperating, facilitating) related to the viability of agriculture.
- *Output:* Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to the viability of agriculture.
- *Efficiency:* Cost per educational event and/or contact (i.e., client).
- *Explanatory:* While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

A.2.2. STRATEGY: Extension professionals will evaluate the impact of educational programs related to the viability of agriculture.

- *Output:* Number and name of programs or events related to the viability of agriculture evaluated using the Extension Standardized Evaluation Survey or another approved evaluation tool.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool decreases the burden placed on Extension professionals to demonstrate the impact of their programs.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool allows for statewide data aggregation to demonstrate collective impact.
- *Explanatory:* Funding agencies often determine which programs to fund based on demonstration of impact.

Program 2: Sustaining Mississippi's Natural Resources and Environment

GOAL: To increase the responsible use and protection of natural resources and the environment through conservation and sustainable practices (See Miss. Code Ann § 37- 113-19)

OBJECTIVE A.1. Mississippi State University Extension Service will develop research- or evidence-based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele on practices and programs related to protecting natural resources and the environment.

- *Outcome:* Increase the number of research- or evidence-based practices and educational programs available related to protecting natural resources and the environment.

A.1.1 STRATEGY: Adapt or create research- or evidence-based practices and educational programs that address the needs of Mississippi landowners, agricultural producers, and/or other Extension clientele.

- *Output:* Number and name of research- or evidence-based practices and educational programs related to protecting natural resources and the environment adapted and/or developed for implementation.
- *Efficiency:* Educational programs will be adapted or created by a team of Extension specialists and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time specialists would typically dedicate to program creation or adaptation.
- *Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE A.2: Mississippi landowners, agricultural producers, and/or other Extension clientele will implement practices or behaviors that protect natural resources and the environment.

- *Outcome:* Number of landowners, producers, and/or clientele that increase their knowledge about sustainability practices based on research/Extension recommendations.
- *Outcome:* Number of landowners, producers, and/or clientele implementing new sustainability practices based on research/Extension recommendations.
- *Outcome:* Number of producers improving their environmental stewardship.

A.2.1. STRATEGY: Mississippi State University Extension Service will deliver research- or evidence-based practices and programs to Mississippi landowners, agricultural producers, and/or other Extension clientele.

- *Output:* Number and name of programs and events related to protecting natural resources and the environment delivered as a direct teaching exposure.
- *Output:* Number and name of programs and events related to protecting natural resources and the environment delivered as an indirect teaching exposure.
- *Output:* Number of Mississippi landowners, agricultural producers, and/or other Extension clientele reached by programs and events related to protecting natural resources and the environment.

- *Output:* Number of publications related to protecting natural resources and the environment distributed through newsletters, brochures, etc.; mass media; and/or social media.
- *Output:* Number of Mississippi landowners, agricultural producers, and/or other Extension clientele reached by publications related to protecting natural resources and the environment distributed through newsletters, brochures, etc.; mass media; and social media.
- *Output:* Number of other contacts (e.g., planning, cooperating, facilitating) related to protecting natural resources and the environment.
- *Output:* Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to protecting natural resources and the environment.
- *Efficiency:* Cost per educational event and/or contact (i.e., client).
- *Explanatory:* While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

A.2.2. STRATEGY: Extension professionals will evaluate the impact of educational programs related to protecting natural resources and the environment.

- *Output:* Number and name of programs or events related to protecting natural resources and the environment evaluated using the Extension Standardized Evaluation Survey or another approved evaluation tool.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool decreases the burden placed on Extension professionals to demonstrate the impact of their programs.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool allows for statewide data aggregation to demonstrate collective impact.
- *Explanatory:* Funding agencies often determine which programs to fund based on demonstration of impact.

Program 3: Growing Vibrant and Successful Mississippi Communities and Businesses

GOAL: To prepare community leaders, including local government officials, for strengthening communities and businesses (See Miss. Code Ann § 37-113-19)

OBJECTIVE A.1. Mississippi State University Extension Service will develop research- or evidence-based practices and educational programs that address the needs of Mississippi communities and businesses.

- *Outcome:* Increase the number of research- or evidence-based practices and educational programs available related to community and business development.

A.1.1 STRATEGY: Adapt or create research- or evidence-based practices and educational programs that address the needs of Mississippi communities and businesses.

- *Output:* Number and name of research- or evidence-based practices and educational programs related to community and business development adapted and/or developed for implementation.
- *Efficiency:* Educational programs will be adapted or created by a team of Extension specialists and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time specialists would typically dedicate to program creation or adaptation.
- *Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE A.2: Mississippi community leaders, including local government officials, will implement practices or behaviors that strengthen communities and/or businesses.

- *Outcome:* Number of community leaders improving knowledge and skills.
- *Outcome:* Number of community leaders who make use of leadership skills by volunteering for community organizations.
- *Outcome:* Number of community leaders implementing strategies to improve public decision-making and/or increase civic engagement.

A.2.1. STRATEGY: Mississippi State University Extension Service will deliver research- or evidence-based practices and programs to Mississippi community leaders, including local government officials.

- *Output:* Number and name of programs and events related to community and business development delivered as a direct teaching exposure.
- *Output:* Number and name of programs and events related to community and business development delivered as an indirect teaching exposure.
- *Output:* Number of community leaders reached by programs and events related to community and business development.
- *Output:* Number of publications related to community and business development distributed through newsletters, brochures, etc.; mass media; and/or social media.
- *Output:* Number of community leaders reached by publications related to community and business development distributed through newsletters, brochures, etc.; mass media; and social media.
- *Output:* Number of other contacts (e.g., planning, cooperating, facilitating) related to community and business development.
- *Output:* Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to community and business development.
- *Efficiency:* Cost per educational event and/or contact (i.e., client).

- *Explanatory:* While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

A.2.2. STRATEGY: Extension professionals will evaluate the impact of educational programs related to community and business development.

- *Output:* Number and name of programs or events related to community and business development evaluated using the Extension Standardized Evaluation Survey or another approved evaluation tool.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool decreases the burden placed on Extension professionals to demonstrate the impact of their programs.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool allows for statewide data aggregation to demonstrate collective impact.
- *Explanatory:* Funding agencies often determine which programs to fund based on demonstration of impact.

Program 4: Building Mississippi's Future through 4-H Positive Youth Development

GOAL: To enhance the knowledge and skills of Mississippi youth to promote a successful transition to adulthood (See Miss. Code Ann § 37-113-19)

OBJECTIVE A.1. Mississippi State University Extension Service will develop research- or evidence-based practices and educational programs that address the needs of Mississippi youth.

- *Outcome:* Increase the number of research- or evidence-based practices and educational programs available related to positive youth development.

A.1.1 STRATEGY: Adapt or create research- or evidence-based practices and educational programs that address the needs of Mississippi youth.

- *Output:* Number and name of research- or evidence-based practices and educational programs related to positive youth development adapted and/or developed for implementation.
- *Efficiency:* Educational programs will be adapted or created by a team of Extension specialists and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time specialists would typically dedicate to program creation or adaptation.
- *Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE A.2: Mississippi youth will develop life skills through participation in positive youth development programs.

- *Outcome:* Number of youths increasing their knowledge in subject-matter areas.
- *Outcome:* Number of youths who improve life skills.

- *Outcome:* Youth increase their involvement in 4-H leadership events and activities at the district, state, and national levels.

A.2.1. STRATEGY: Mississippi State University Extension Service will deliver research- or evidence-based practices and programs to Mississippi youth and volunteers that work with youth through positive youth development programming.

- *Output:* Number and name of programs and events related to positive youth development delivered as a direct teaching exposure.
- *Output:* Number and name of programs and events related to positive youth development delivered as an indirect teaching exposure.
- *Output:* Number of youths reached by programs and events related to positive youth development.
- *Output:* Number of publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and/or social media.
- *Output:* Number of youths reached by publications related to positive youth development distributed through newsletters, brochures, etc.; mass media; and social media.
- *Output:* Number of other contacts (e.g., planning, cooperating, facilitating) related to positive youth development.
- *Output:* Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to positive youth development.
- *Efficiency:* Cost per educational event and/or contact (i.e., client).
- *Explanatory:* While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

A.2.2. STRATEGY: Extension professionals will evaluate the impact of educational programs related to positive youth development.

- *Output:* Number and name of programs or events related to positive youth development evaluated using the Extension Standardized Evaluation Survey or another approved evaluation tool.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool decreases the burden placed on Extension professionals to demonstrate the impact of their programs.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool allows for statewide data aggregation to demonstrate collective impact.
- *Explanatory:* Funding agencies often determine which programs to fund based on demonstration of impact.

Program 5: Strengthening and Sustaining Mississippi Families

Goal: To enhance the health and well-being of individuals and families in Mississippi

(See Miss. Code Ann § 37-113-19)

OBJECTIVE A.1. Mississippi State University Extension Service will develop research- or evidence-based practices and educational programs that address the needs of Mississippi individuals and families.

- *Outcome:* Increase the number of research- or evidence-based practices and educational programs available related to health and well-being.

A.1.1 STRATEGY: Adapt or create research- or evidence-based practices and educational programs that enhance the health and well-being of individuals and families.

- *Output:* Number and name of research- or evidence-based practices and educational programs related to health and well-being of individuals and families adapted and/or developed for implementation.
- *Efficiency:* Educational programs will be adapted or created by a team of Extension specialists and agents to be distributed across the Extension system. A team-based approach to program development will limit the amount of time specialists would typically dedicate to program creation or adaptation.
- *Explanatory:* In times of limited resources, funding agencies may prefer to support organizations that implement educational programs with evidence of impacting knowledge, skills, or behaviors.

OBJECTIVE A.2: Mississippi individuals and families will adopt behaviors that improve their health and well-being.

- *Outcome:* Number of clienteles who adopt practices to fit their diets with dietary guidelines.
- *Outcome:* Number of clientele reporting changes in lifestyle to improve health.
- *Outcome:* Number of families reporting strengthened family life.

A.2.1. STRATEGY: Mississippi State University Extension Service will deliver research- or evidence-based practices and programs that enhance the health and well-being of individuals and families.

- *Output:* Number and name of programs and events related to health and well-being of individuals and families delivered as a direct teaching exposure.
- *Output:* Number and name of programs and events related to health and well-being of individuals and families delivered as an indirect teaching exposure.
- *Output:* Number of individuals and/or families reached by programs and events related to health and well-being.
- *Output:* Number of publications related to health and well-being of individuals and families distributed through newsletters, brochures, etc.; mass media; and/or social media.
- *Output:* Number of individuals and/or families reached by publications related to health and well-being distributed through newsletters, brochures, etc.; mass media; and social media.

- *Output:* Number of other contacts (e.g., planning, cooperating, facilitating) related to health and well-being of individuals and families.
- *Output:* Number of individual/technical assistance (e.g., face-to-face, email, or telephone consultation) contacts related to health and well-being of individuals and families.
- *Efficiency:* Cost per educational event and/or contact (i.e., client).
- *Explanatory:* While demonstrating program impact is becoming increasingly important to funding agencies, cost per educational contact remains a standard measure of efficiency.

A.2.2. STRATEGY: Extension professionals will evaluate the impact of educational programs related to health and well-being of individuals and families.

- *Output:* Number and name of programs or events related to health and well-being of individuals and families evaluated using the Extension Standardized Evaluation Survey or another approved evaluation tool.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool decreases the burden placed on Extension professionals to demonstrate the impact of their programs.
- *Efficiency:* Use of a standardized evaluation survey or another approved evaluation tool allows for statewide data aggregation to demonstrate collective impact.
- *Explanatory:* Funding agencies often determine which programs to fund based on demonstration of impact.

Forest and Wildlife Research Center

5-YEAR STRATEGIC PLAN FOR THE FISCAL YEARS 2028 – 2032

1. Comprehensive Mission Statement:

The mission of the College of Forest Resources and the Forest and Wildlife Research Center is to foster the management, conservation, and sustainable use of forest, wildlife, and aquatic resources to benefit the people of Mississippi, the Nation, and the World. Through transformative teaching and learning, research and discovery, outreach, and engagement, we prepare future leaders, enhance the restoration and sustainable use of renewable natural resources, and transfer technology into application to solve the grand challenges in forestry, forest products, and wildlife conservation.

2. Philosophy

We aspire to be a national leader in exemplary stewardship of ecological systems. Through hands-on learning experiences, leading research, and unmatched innovation, we're solving the world's most pressing challenges. We produce natural resource professionals with technical knowledge, critical thinking skills, and confidence to lead in the 21st century. We conduct relevant, timely, and impactful science that informs conservation, restoration, and wise use of renewable natural resources. We communicate science to stakeholders in ways that change knowledge, actions, and outcomes to make our communities more productive, prosperous, and sustainable. In the College of Forest Resources, we're taking care of what matters.

3. Relevant Statewide Goals and Benchmarks

Economic Development

Statewide Goal: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Relevant Benchmarks: Commercial Activity:

- Per capita gross domestic product
- Percentage contribution of agriculture, forestry, fishing, and hunting sector to state's gross domestic product
- Tourism measured in number of visitors and dollars generated
- Number of new technology start-ups
- Venture capital investments measured in dollars and number of deals

Relevant Benchmarks: Job Growth:

- Number of jobs in agriculture, forestry, fishing, and hunting sector

Relevant Benchmarks: Employment and Income:

- Average annual pay
- Median household income

Education: Higher Education

Statewide Goal: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

Universities: Undergraduate

Relevant Benchmarks: Graduates in High-need Disciplines:

- Number of graduates in high-need disciplines (i.e., science, technology, engineering, math, education, including non-teaching areas and nursing), by discipline
- Percentage of graduates in high-need disciplines who enter and remain in practice in Mississippi in the high-need discipline five years and ten years following graduation, by discipline

Universities: Graduate

Relevant Benchmarks: Commercialization of Academic Research:

- Dollar value of research grants and contracts awarded to Mississippi public universities
- Percentage of total federal research and development expenditures received by Mississippi public universities
- Number of patents obtained by Mississippi public universities in emerging technologies
- Number of patents obtained by Mississippi public universities in emerging technologies that are commercialized
- Number of private sector companies created as a result of activities at Mississippi public universities

Natural Resources

Statewide Goal: ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation, and wise development of those resources.

Water

Relevant Benchmarks: *Quantity*:

- Maintenance of adequate groundwater (aquifer) capacity, by region
- Maintenance of adequate quantity of surface waters, by region

Relevant Benchmarks: *Quality*

- Miles of impaired rivers and streams (total and as a percentage of total river and stream mileage assessed)
- Acres of impaired lake water (total and as a percentage of total lake water assessed)
- Mississippi waters that meet or exceed State Water Quality Standards

Relevant Benchmarks: *Land*

- Percentage of forested land in a timber management program

Relevant Benchmarks: Wildlife and Fisheries

- Measures of condition of the state's wildlife population
- Estimates of populations of invasive species, by species
- Measures of condition of the state's marine species

Relevant Benchmarks: Energy

- Per capita energy consumption in British thermal units (BTUs)
- Total energy production in trillion British thermal units (BTUs)
- Renewable energy production (in kilowatt hours)

4. Overview of the Agency 5-Year Strategic Plan

The Forest and Wildlife Research Center (FWRC) was established in 1994 by the Mississippi Legislature in recognition of the central role that development and wise use of natural resources play in the Mississippi Economy. Since its establishment, scientists in the FWRC have worked towards the goal of environmentally sustainable natural resource management and utilization in Mississippi. The FWRC provides the only research program in Mississippi focused on managing and utilizing the forest, wildlife, fisheries, and water resources while protecting and enhancing the natural environment associated with these resources. The FWRC supports research that encourages the growth and development of the forest products manufacturing industries, including furniture. Natural resources provide opportunities for the state's citizens in recreation and jobs, and in 2025 generated \$1.5 billion in farmgate value and \$7.44 billion in value-added economic impact to the state. The forest industry supported 84,024 jobs with a \$4.42 billion payroll. Mississippi forests support a \$19.1 Billion industry in Mississippi. These forestlands also produce environmental services that society depends on, including clean water, clean air, nutrient cycling, carbon sequestration, pollination services and wildlife habitat.

Sustaining Research Capacity

Ever increasing global environmental challenges (expanding human populations, destruction and degradation of natural ecosystems and their environmental services, species extinctions, climate change, ocean acidification, sea level rise, environmental contamination, emerging zoonotic diseases) and increasing regulatory and societal/consumer demands for sustainability create a

growing demand for CFR disciplinary expertise in forestry, sustainable bioproducts, and wildlife, fisheries, and natural resource conservation. The relevant, timely, and impactful science conducted by FWRC scientists informs conservation and wise use of renewable natural resources and has never been in greater demand. The research portfolio of the FWRC has grown by more than 6%/year over the past decade and we are poised for further growth and greater impact. Through our applied, practical degree programs, we produce society-ready natural resource professionals who are highly sought after by employers in the public and private sectors. Graduates of these degree programs have 97% job placement. Fifty-three percent of our graduates stay in the state of Mississippi for their first job. Our faculty are recognized as national and international leaders in their disciplines and this professional stature brings credibility to both our research and teaching programs.

Forest lands totaling nearly 20 million acres provided \$1.5 Billion in production for 130,000 Mississippi forest landowners in 2025. These forests produce myriads of forest products including dimensional lumber, veneer, pallets, and paper products. Scientists in the FWRC are developing a multitude of new sustainable bioproducts including: mass-timber engineered wood products, renewable liquid transportation fuels, pellet binders, environmentally friendly preservatives, graphene-based composite materials, and lignin-based nanoparticles. These new value-added wood products will expand markets, support economic development, and increase profitability for forest landowners.

Healthy forests depend on healthy markets. Forest landowners need access to markets for the full range of product classes produced by managed forests. Active management, including mid-rotation thinning of small diameter timber reduces wildfire risk, diminishes vulnerability to insect outbreaks, and enhances forest health. Research conducted by FWRC scientists develops new uses for forest products, increases manufacturing capacity within the state and brings new industries to rural communities. Software and methodology developed by FWRC are currently being used by the Mississippi Forestry Commission and Mississippi Development Authority Institute to inform siting of sawmills and pellet plants and attract new industries to the state. Industries wishing to locate to the state use the software developed by the FWRC to determine the ideal location to build a facility, based on availability of the resources and access to transportation networks, labor, and markets. During 2021 - 2025 these efforts helped to bring 10 new wood mills or mill expansions to the state, supporting more than >1000 new jobs and more than \$1 billion in infrastructure investment. This software has and will continue to aid economic development decisions for state planners and industry.

Hunting, fishing, and wildlife-related recreation is an economic engine for Mississippi. Deer hunting alone contributes more than \$1B annually to the Mississippi economy and supports 26,000 – 38,000 full- and part-time jobs. About 150,000 hunters spend over 3 million recreational days annually harvesting nearly 200,000 deer. However, an emerging disease threatens this important resource and associated recreation and economic activity. Mississippi is on the geographic southeastern leading edge of the spreading Chronic Wasting Disease (CWD) epidemic. Scientists in the Forest and Wildlife Research Center have partnered with the Mississippi Department of Wildlife, Fisheries and Parks, and the MSU College of Veterinary Medicine Diagnostic Lab System to respond to this new threat with surveillance, diagnostics, research, and policy development. Detection of this epidemic while geographically limited and at low prevalence, provides a unique

opportunity to apply a science-based response and proactively get out in front with; development and testing of containment strategies, regulatory policies, hunter education, and human health guidelines. FWRC scientists have developed a CWD surveillance system that allows early detection of the pathogen in the environment years before it is detectable in samples of hunter-harvested deer. The MSU Deer Lab within WFA is a nationally trusted source of expertise on deer ecology, movements, genetics, and management and is playing a key role in coordinated response and education.

FWRC Research Impacts Affect All Mississippians

- **Industry** – FWRC scientists improve economic returns to forest landowners by finding better ways to value each piece of lumber through non-destructive testing, enhanced durability, and developing new uses for mass timber building materials. Many wood items imported from abroad are incorrectly declared on customs forms and enter the U.S. and other countries in violation of law and international treaties. Accurate wood identification plays a critical role in maintaining sustainable wood product value chains and adhering to national laws such as the Lacey Act and international treaties like CITES. FWRC scientists are using high resolution imaging systems, deep learning algorithms, and artificial intelligence to accurately identify wood as it enters the U.S. These technological tools will radically transform the global fight against illegal logging.
- **Producers** – Increased feed costs and competition from foreign imports have contributed to > 50% contraction in the catfish industry over the past 10 years. Surface water acreage for catfish production declined from 70,000 acres in 2009 to 28,100 acres in 2025. However, remaining producers experience increased production and profitability associated with intensive production and vaccination technologies developed by Mississippi State University. As a result, the average aeration rate in the tristate region has increased to 7.8 kW/ha with 97% of catfish farms adopting automated oxygen monitors. About 53% of the water surface area in the tristate region was used for hybrid catfish production. Fingerling producers have also adopted a feed-based, oral vaccine against Enteric Septicemia of Catfish, with 83% of the fingerling farms and 73% of the fingerling production area vaccinated against ESC in 2020. Increased adoption of productivity-enhancing technologies in the US catfish industry explains the 59% increase in food fish productivity from 2010 to 2019. Among other challenges faced by the catfish industry, depredation by fish-eating birds continues to impact profitability. It is estimated that wild pigs are costing Mississippi producers \$18.5 million/year in crop damage. Research by scientists in the FWRC is quantifying the extent and magnitude of economic losses to swine, effects of landscape structure on pig movements, and best practices for control and eradication of pig populations. Scientists, along with personnel in Extension and USDA APHIS, are now helping farmers and landowners across the state by offering workshops on wild pig trapping.
- **Landowners** – Invasive insects like emerald ash borer and redbay ambrosia beetle wreak havoc on native ecosystems, kill hundreds of millions of trees, and cost millions of dollars per year in lost revenues. FWRC scientists work as part of a consortium of university, government, and industry experts to develop models that will anticipate and predict future high-impact insect invasions, before they happen. Scientists in the FWRC have developed web-based growth and yield models for southeastern loblolly pine and bottomland hardwood that permit landowners of all types, forestry students and the general public to simulate stand growth

under a range of conditions. These tools allow for real time adjustments to inventory databases as an alternative to costly remeasurements in the field. These research findings also enable landowners to better predict future conditions in their forest stands and thus improve their financial planning. In addition to lumber and other wood products, Mississippi's 20 million acres of forests produce other environmental goods and services, including clean water, pollination, carbon sequestration, and wildlife habitat. Emerging carbon markets provide an opportunity for Mississippi forest landowners to monetize environmental services that provide a public good. FWRC scientists are developing decision support tools and outreach products to help forest landowners understand these markets and weigh the costs and benefits of harvest deferral for carbon credits.

- **Homeowners** – Homeowners spend \$5 billion annually replacing deteriorated wood. Scientists in the Forest and Wildlife Research Center have developed a nondestructive test method to measure the loss of mass and compression strength without harming the wood product, saving homeowners time and replacement cost. FWRC scientists working at the Dorman Lake Research Test Plots have conducted more than 6 decades of research on wood product durability. The results of durability testing at this site are influential; add value to numerous industries including electric/utilities, railroad, home building, and bridges; and have led to development and commercialization of new wood preservative systems that are both environmentally benign and effective at preventing wood decay.
- **Recreationalist** – White-tailed deer hunting generates over a billion dollars in economic activity each year in the state. Research in the Forest and Wildlife Research Center has found that protecting young bucks improves herd health and creates a better hunting experience. Protecting young bucks is important because they father nearly a third of all fawns. Protecting younger bucks not only improves the health of the deer population but also improves the buck-to-doe ratio, which shortens the breeding season. A recent study tracked wild deer to determine antler size and growth rates. Understanding antler development under field conditions helps provide a scientific basis for setting hunting regulations, especially related to antler restrictions and harvest rates for younger bucks. Chronic wasting disease (CWD) is more likely to affect older and male deer. Strategies for controlling the spread of CWD involve maintenance of lower populations and younger age distributions. FWRC scientists are working with MDWFP to formulate harvest strategies that balance the competing objectives of quality deer management and CWD control.

5. Agency's External/Internal Assessment

1. Decrease of special and competitive grant funds currently available through the federal appropriations process
2. Reductions in federal formula funds (i.e., McIntire-Stennis)
3. Reductions in state appropriated funds
4. Catastrophic weather events (flood, drought, hurricane, etc.) which prevent achievement of research goals/objectives in field-based research programs
5. The rate of inflation and attendant reduction in purchasing power
6. Enactment of federal or state legislation requiring more costly environmental compliance measures.

7. Ever increasing regulatory compliance and administrative requirements associated with federal funding.
8. Rapid fluctuations in energy, feed, and fertilizer costs.
9. Unfunded mandates, like increases in fringe benefits for health insurance and retirement (both federal and state).
10. Sudden significant crises impacting agriculture (pandemics, insect invasion, new and virulent plant disease, animal health crises, etc.) that require a significant refocus of funds to meet the crisis.

External reviews of programs are one of the evaluation tools used to assist administrators in correcting deficiencies or to enhance program quality. Some financial support and personnel are available through USDA's National Institute of Food and Agriculture (NIFA) to assist us in certain reviews. Special reviews may be scheduled to coincide with significant changes in programs such as a change in leadership. Reviews may include one or more of the following general objectives:

1. To identify major strengths and weaknesses.
2. To identify and clarify significant problem areas and priorities.
3. To improve the quality of research, teaching, and/or extension programs through information provided by review team panelists.
4. To increase the awareness of faculty and administrators of opportunities, problems, and needs.
5. To improve coordination of unit programs with other units within the university, with other institutions, and with other state and federal agencies.
6. To evaluate institutional management.
7. To improve communications among the faculty, and between the faculty and administration.

6. Agency Goals, Objectives, Strategies and Measures by Program

Program 1: Research

GOAL A: Promote, support, and enable the management, conservation, and utilization of forest and other natural resources to benefit the stakeholders of Mississippi, the Nation, and the world.

OBJECTIVE A.1. Conduct a rigorous, robust, and relevant research program that informs and enables the management, conservation and utilization of our natural resources.

- *Outcome:* Estimated Economic impact of wildlife associated recreation expressed in billions
- *Outcome:* Estimated Economic impact of the logging industry expressed in billions
- *Outcome:* Estimated Economic impact of solid wood products industry expressed in billions
- *Outcome:* Estimated Economic impact of the pulp and paper industry, expressed in billions.

- *Outcome:* Estimated Economic impact of the wood furniture industry, expressed in billions.
- *Outcome:* Estimated Economic impact of the wood furniture industry, expressed in billions.

A.1.1 STRATEGY: Cultivate a scholarly environment that fully integrates the FWRC research mission with the teaching, research, extension/outreach, and service missions of the College of Forest Resources

A.1.2. STRATEGY: Encourage interdisciplinary research programs, which incorporate expertise among our departments as well as with external entities

A.1.3. STRATEGY: Support relevant research programs that address current problems and challenges in natural resources, while also recognizing the value of basic research

A.1.4 STRATEGY: Produce exceptional new professionals through excellence in graduate education by aggressive recruitment of outstanding students, renowned research projects, engaged faculty advisors, and career placement.

A.1.5. STRATEGY: Create an academic environment focused on discovery, problem-solving, critical thinking, and lifelong learning

A.1.6. STRATEGY: Aggressively pursue extramural funding from a variety of sources, recognizing the value of funding, support, and partnerships with a diversity of external organizations, agencies, and governments

ALL STRATEGIES

- *Output:* Number of grants and contracts awarded to support research
- *Output:* Number of Scientific publications
- *Efficiency:* Number of grants/Scientist FTE
- *Efficiency:* Scientific Publications/Scientist FTE
- *Explanatory:* Reduction of federal funding of research grants due to federal sequestration

Mississippi Agricultural and Forestry Experiment Station

5-YEAR STRATEGIC PLAN FOR THE FISCAL YEARS 2028 – 2032

1. Comprehensive Mission Statement

The joint Mission of the College of Agriculture and Life Sciences and the Mississippi Agricultural and Forestry Experiment Station is to advance agriculture and natural resources through teaching and learning, research and discovery, service and engagement which will enhance economic prosperity and environmental stewardship, build stronger communities and improve the health and well-being of families and serve the people of the state, the region and the nation.

Our Vision is to be a leading land-grant university by providing solutions that improve the lives of Mississippians and the global community through excellence in agriculture and life sciences.

2. Philosophy

Our philosophy is to serve the people of the state, region, and nation by creating:

- Knowledge that leads to innovation within the agricultural industry and informs producer decision-making on the farm;
- Solutions that are regionally relevant through site-specific research conducted at our 16 branch locations throughout the state; and
- Best practices to help Mississippi agricultural producers increase efficiency, enhance environmental stewardship, and comply with state and federal regulations.

3. Relevant Statewide Goals and Benchmarks

Economic Development

Statewide Goal: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Relevant Benchmarks: Commercial Activity:

- Per capita gross domestic product
- Percentage contribution of agriculture, forestry, fishing, and hunting sector to state's gross domestic product
- Tourism measured in number of visitors and dollars generated
- Number of new technology start-ups
- Venture capital investments measured in dollars and number of deals
- Farm-Gate Value or Farm Cash Receipts

Relevant Benchmarks: Job Growth:

- Number of jobs in agriculture, forestry, fishing, and hunting sector

Relevant Benchmarks: Employment and Income:

- Average annual pay
- Median household income

Education: Higher Education

Statewide Goal: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research

Universities: Undergraduate

Relevant Benchmarks: Graduates in High-need Disciplines:

- Number of graduates in high-need disciplines (i.e., science, technology, engineering, math, education, including non-teaching areas and nursing), by discipline
- Percentage of graduates in high-need disciplines who enter and remain in practice in Mississippi in the high-need discipline five years and ten years following graduation, by discipline

Universities: Graduate

Relevant Benchmarks: Commercialization of Academic Research:

- Dollar value of research grants and contracts awarded to Mississippi public universities
- Percentage of total federal research and development expenditures received by Mississippi public universities
- Number of patents obtained by Mississippi public universities in emerging technologies
- Number of patents obtained by Mississippi public universities in emerging technologies that are commercialized
- Number of private sector companies created as a result of activities at Mississippi public universities

Health

Statewide Goal: To protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to increase the length and quality of their lives

Relevant Benchmarks: Non-Communicable Disease

- Percentage of adults who are obese [defined as a Body Mass Index (BMI) of 30 or more, regardless of sex]

- Adult compliance with recommended levels of aerobic physical activity (percentage of adults who report participating in 150 minutes or more of aerobic physical activity per week)
- Adult compliance with consumption of recommended daily portions of fruits and vegetables [percentage of adult population reporting consumption of recommended daily portions of fruits (2+) and vegetables (3+)]

Human Services

Statewide Goal: To ensure that Mississippians are able to develop to their full potential by having their basic needs met, including the need for adequate food and shelter and a healthy, stable, and nurturing family environment or a competent and caring system of social support

Relevant Benchmarks: Food Assistance

- Percentage of households with food insecurity

Natural Resources

Statewide Goal: ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation, and wise development of those resources

Water

Relevant Benchmarks: Quantity

- Maintenance of adequate groundwater (aquifer) capacity, by region
- Maintenance of adequate quantity of surface waters, by region

Relevant Benchmarks: Quality

- Miles of impaired rivers and streams (total and as a percentage of total river and stream mileage assessed)
- Acres of impaired lake water (total and as a percentage of total lake water assessed)
- Mississippi waters that meet or exceed State Water Quality Standards

Relevant Benchmarks: Wildlife and Fisheries

- Measures of condition of the state's wildlife population
- Estimates of populations of invasive species, by species
- Measures of condition of the state's marine species

Relevant Benchmarks: Energy

- Per capita energy consumption in British thermal units (BTUs)
- Total energy production in trillion British thermal units (BTUs)

4. Overview of the Agency 5-Year Strategic Plan

Over the next 5 years, MAFES will enhance its research capacity in agricultural production related to row crops, animal production, water resources, food production systems and safety, food security and family nutrition.

Such research will improve the productivity, profitability, and prosperity of farms and farm families and thus, enhance the economic development of Mississippi's rural communities associated with agriculture and forestry. This added capacity will assist in the development and adoption of new farm practices and technologies which, when implemented, will stimulate our rural economies, protect and conserve resources, and improve the quality of life for all citizens.

Building Research Capacity

MAFES research supports the Mississippi ag industry's 10.3 million acres of farmland across 31,290 farms, which produce farm-gate value in crops and animal production activities totaling \$9.5 billion annually.

Crop Production

Mississippi farmers manage 3.8 million acres of farmland across 16,123 farms, producing food and fiber crops with a farm gate value of \$2.7 billion. In 2025, the top 4 row crops (soybeans, corn, cotton, and rice) alone had a production value of \$2.07 billion. Investments in agricultural research have produced astounding gains in efficiency and yield, making the U.S. agricultural system among the most productive in the world. However, new challenges continually confront producers necessitating both responsive and preemptive research programs to maintain competitive and profitable production systems. Precision Agricultural tools including remote sensing from satellite, fixed wing, and UAV platforms; spatially explicit yield data; sensor-based irrigation scheduling, and variable-rate inputs provide producers the information to develop site-specific prescriptions and make data-based production decisions. MAFES scientists work to accelerate producer adoption by validating emerging new technologies and developing decision-support tools that optimize production and profitability. Technological capabilities in molecular methods, proteomics, and genomics provide researchers an arsenal of tools against pathogens, viruses, parasites, and fungi that weaken plants, rob yield, and compromise food quality and safety. Marker-assisted breeding programs may provide the drought and heat tolerant crops needed to face future climate uncertainty. Biotechnology has come to play a central role in agriculture, producing crops with desired qualities (herbicide tolerance, disease and pest resistance) and providing alternative uses of commodities (biofuels, pharmaceuticals, value-added products, etc).

Areas of focus will include development of production systems that optimize yield, energy efficiency, profitability, and environmental stewardship.

1. Commodity Cropping systems
2. Specialty Cropping systems
3. Fruits and Vegetables
4. Turf grass and Ornamentals

5. Environmental Adaptation/Mitigation
6. Agricultural Policy, Economics and Risk Management
7. Biotechnology, Genomics, and Proteomics

Animal Production

In 2025, Mississippi produced 752 million chicken broilers and 1,508 million eggs worth \$3.7 billion on 3,237 farms; 810,000 cattle worth \$639 million on 13,631 farms; \$196 million from 129 catfish production operations; and 177,541 hogs worth \$92 million across 709 farms. The total farm gate value of animal production systems in Mississippi exceeded \$4.3 billion in 2025. Modern animal production systems provide unprecedented efficiency in producing high quality, nutritious, safe, and affordable meats, eggs, and dairy products to consumers throughout Mississippi, the nation, and the world. However, volatile feed and energy costs, emerging diseases, consumer demands, and regulatory constraints continually challenge Mississippi producers. Research conducted by MAFES on nutrition, forage management, animal health and welfare, physiology, herd genetics, animal performance, marketing, and enterprise economics help Mississippi producers to be profitable and competitive in a global economy while ensuring sound environmental stewardship.

Areas of focus will include development of efficient, cost-effective, and humane animal production systems that optimize environmental stewardship.

1. Animal Nutrition
2. Herd, Flock, and Pond Management Systems
3. Reproductive and Stress Physiology
4. Animal Breeding and Genetics
5. Biotechnology and Genomics
6. Agricultural Policy, Economics, and Risk Management
7. Waste management and Water Quality

Water Resource Initiatives

There are few emerging issues more important to agricultural production than protection of our valuable water resources. Nowhere is this topic more pertinent than in the Mississippi River Basin where producers and resource planners face challenges dealing with aquifer overdraft and hypoxia in the Gulf of Mexico. Water quantity (water use efficiency) and water quality (sediment and nutrient loss reductions) are inseparable resources that contribute to the sustainability of irrigated, high intensity agriculture and aquatic ecosystem health within the Mississippi Delta and the Gulf of America. MAFES is building additional capacity to develop and validate new, efficient innovative BMPs for water resource management and transfer water resources management technology to new agricultural landscapes and producers. The National Center for Alluvial Aquifer Research on our Delta Research and Extension Center campus has added human capital and infrastructural capabilities to enhance capacity in this essential area.

Areas of focus include technologies, best management practices, and decision support tools that enable producers to increase production while reducing water and energy usage to allow communities to develop economic systems for prosperity while protecting the surrounding environment.

1. Irrigation efficiency
2. Irrigation Scheduling
3. Tail-water recovery and on-farm storage
4. Nutrient management, utilization efficiency, and transport
5. Watershed protection

Food Systems and Family Nutrition

Societies are food secure when they have access to safe, affordable, and nutritious food for all members. Food safety is an essential component of food security. Food science involves a myriad of scientific disciplines (microbiology, chemistry, engineering, biochemistry, etc.) to ensure that the food products that reach Mississippi consumers are both safe and meet quality standards. MAFES research is shedding light on how foodborne pathogenic bacteria sense, adapt, resist and recover from different food processing stresses and antimicrobials in foods of animal and plant origin, with the goal of detecting and eliminating pathogens from the human food value chain. Obesity and diet-related diseases (particularly among children) are major public health problems in the U.S. in general and Mississippi specifically. Limited access to nutritious food and relatively easier access to less nutritious food may be linked to poor diets and, ultimately, to obesity and diet-related diseases. MAFES scientists working in the arenas of Food Science, Nutrition, and Health Promotion and Human Sciences are involved in integrative studies of nutrition, dietetics, and human behavior to promote physical and mental health; prevent disease, injury, and disability; and enhance quality of life for Mississippi residents.

Areas of focus will include food production, harvesting, processing, packaging, and preparation systems that ensure high quality, nutritious and safe food supplies as well as integrative research addressing nutrition, dietetics, and human behaviors that promote physical and mental health; prevent disease, injury, and disability; and enhance quality of life for Mississippi residents.

1. Quality Assurance in Production, Processing and Packaging
2. Prevention/Detection of Food-borne Pathogens
3. Extending Shelf-life and Protecting Nutritional Content
4. Access to Affordable, Nutritious, and Nutraceutical foods
5. Obesity and Diet-related Diseases Prevention
6. Child, Youth, and Family Development
7. Healthy Lifestyles
8. Science to Protect Human Health

5. Agency's External/Internal Assessment

1. Decrease of special and directed funds currently available through the federal appropriations process.
2. Reductions/stagnation in federal formula funds (i.e., Hatch, Multi-State, Animal Health).
3. Reductions in state appropriated funds.
4. Reductions in state or federal revenues due to adverse economic conditions.
5. Catastrophic weather events (flood, drought, hurricane, etc.) which prevent achievement of research goals/objectives in field-based research programs.
6. The rate of inflation and attendant reduction in purchasing power.
7. Enactment of federal or state legislation requiring more costly environmental compliance measures.
8. Ever-increasing regulatory compliance and administrative requirements associated with federal funding.
9. Rapid fluctuations in energy, feed, and fertilizer costs.
10. Deferred maintenance on dated buildings and research facilities (e.g. greenhouses, irrigation systems, etc.)
11. Unfunded mandates and increases in fringe benefits like health insurance and retirement (both federal and state).
12. Sudden significant crises impacting agriculture (insect invasion, new and virulent plant disease, animal health crises, emerging pandemics and associated supply chain discontinuities, etc.) that require a significant refocus of funds to meet the crisis.

External reviews of programs are one of the evaluation tools used to assist administrators in correcting deficiencies or to enhance program quality. Some financial support and personnel are available through USDA's National Institute of Food and Agriculture (NIFA) to assist us in certain reviews. Special reviews may be scheduled to coincide with significant changes in programs such as a change in leadership. Reviews may include one or more of the following general objectives:

1. To identify major strengths and weaknesses.
2. To identify and clarify significant problem areas and priorities.
3. To improve the quality of research, teaching, and/or extension programs through information provided by review team panelists.
4. To increase the awareness of faculty and administrators of opportunities, problems, and needs.
5. To improve coordination of unit programs with other units within the university, with other institutions, and with other state and federal agencies.
6. To evaluate institutional management.

7. To improve communications among the faculty, and between the faculty and administration.
8. To ensure Civil Rights compliance.

6. Agency Goals, Objectives, Strategies and Measures by Program

Program 1: Plant Systems

GOAL A: Support and sustain plant production systems that are highly competitive in the global economy

OBJECTIVE A.1. Conduct research that improves the productivity, profitability, and sustainability of row crop, horticulture, and biofuel producers in Mississippi.

- Outcome: Extramural funding/Scientist FTE
- Outcome: Research Publications/Scientist FTE

A.1.1 STRATEGY: Provide producers with risk management tools necessary to make short- and long-term decisions necessary to remain profitable and productive in the face of dynamic market, environmental, and policy conditions.

A.1.2 STRATEGY: Develop improved varieties and strains of plants for improved yield, quality, pest resistance, drought resistance, and heat tolerance through conventional breeding and genetic manipulation.

A.1.3 STRATEGY: Exploit the possibilities of precision agriculture and advanced spatial technologies to improve efficiency, profitability, and environmental stewardship.

A.1.4 STRATEGY: Develop, evaluate, and validate technologies and practices for efficient and cost-effective irrigation systems to enhance productivity, profitability, and sustainability of crop production systems.

A.1.5 STRATEGY: Explore the potential for automation in the greenhouse nursery industry in order to increase efficiency, profitability, environmental sustainability, worker safety, and workforce retention.

A.1.6 STRATEGY: Develop efficient production and management systems for crops to increase the global competitiveness of the U.S. agricultural production system.

A.1.7 STRATEGY: Discover new processing methods that add value to raw products, expanding markets for agricultural commodities and enhancing overall economic development.

A.1.3 STRATEGY: Develop improved methods for detection and control of invasive species of plants and animals that pose threats to our agricultural production systems and natural resources.

All STRATEGIES

- Output: Number of Scientist FTEs
- Output: Research publications

- Efficiency: Ratio of Appropriated funds to Extramural Funds
- Explanatory: Reduction of federal funding of research grants due to federal sequestration

Program 2: Animal Systems

GOAL A: Support and sustain animal production systems that are highly competitive in the global economy

OBJECTIVE A.1. Conduct research that improves the productivity, profitability, and sustainability of livestock, poultry, and catfish producers in Mississippi.

- Outcome: Extramural funding/Scientist FTE
- Outcome: Research Publications/Scientist FTE

A.1.1 STRATEGY: Provide producers with risk management tools necessary to make short- and long-term decisions necessary to remain profitable and productive in the face of dynamic market, environmental, and policy conditions.

A.1.2 STRATEGY: Develop improved quality and genetics for animals contributing to improved yield, health, and heat tolerance through conventional breeding and genetic manipulation.

A.1.3 STRATEGY: Develop efficient livestock production and management systems to increase the global competitiveness of the U.S. agricultural production system.

A.1.4 STRATEGY: Discover new processing methods that add value to products, expanding markets for agricultural commodities and enhancing overall economic development.

A.1.5 STRATEGY: Improve fish and livestock health through research on causal agents, rapid detection, prevention, and cure in order to avoid economic losses.

A.1.6 STRATEGY: Evaluate potential new seafood harvesting and processing techniques to improve food safety and insure adequate, sustainable supplies of seafood for the future.

All STRATEGIES

- Output: Number of Scientist FTEs
- Output: Research publications
- Efficiency: Ratio of Appropriated funds to Extramural Funds
- Explanatory: Reduction of federal funding of research grants due to federal sequestration

Program 3: Health And Sustainable Communities

GOAL A: Support and improve the health and nutritional well-being of the citizens of Mississippi

OBJECTIVE A.1. Conduct research that improves the health and well-being of Mississippians by improving access to highly nutritious foods and encouraging healthy dietary choices.

- Outcome: Extramural funding/Scientist FTE

- Outcome: Research Publications/Scientist FTE

A.1.1 STRATEGY: Conduct human nutrition research that addresses maintenance of optimal health for all population groups, especially those at greater risk for nutrition-related diseases, e.g., infants, elderly, new immigrant groups.

A.1.2 STRATEGY: Conduct research and education on the causes and prevention of obesity which has reached epidemic proportions in Mississippi and poses a major health care expense to the state in the future.

A.1.3 STRATEGY: Evaluate use of foods to prevent diseases (e.g., functional foods) and the production of pharmaceuticals from plants.

GOAL B: Support and sustain agricultural production systems which enhance economic opportunity and quality of life for rural Mississippi residents and communities

OBJECTIVE B.1. Conduct research that enhances economic opportunity, prosperity, and quality of life for rural Mississippi residents and communities.

- Outcome: Extramural funding/Scientist FTE
- Outcome: Research Publications/Scientist FTE

B.1.1 STRATEGY: Preserve the integrity of future agricultural markets through development of sound domestic agricultural policies and fair international trade policies.

B.1.2 STRATEGY: Develop alternative crops and agricultural enterprises to promote economic development and job creation.

B.1.3 STRATEGY: Conduct research that promotes rural economic development.

B.1.4 STRATEGY: Develop and promote Community Supported Agricultural Enterprises.

B.1.5 STRATEGY: Develop management strategies and tools to allow communities to develop economic systems for prosperity while protecting the surrounding ecosystem.

B.1.6. STRATEGY: Develop decision support tools that inform production decisions and enhance profitability of agricultural enterprises and business within the context of farm policy and markets.

GOAL C: Conduct research that enhances food safety and sustains food security for citizens of Mississippi, the nation, and global community.

OBJECTIVE C.1. Conduct research that reduces illness associated with food borne pathogens, extends shelf life, enhances nutritive value of, and increases access to foods for Mississippi residents and communities.

- Outcome: Extramural funding/Scientist FTE
- Outcome: Scientific Publications/Scientist FTE

C.1.1 STRATEGY: Develop and validate new and improved technologies that enhance detection and elimination of food-borne pathogens from food production, processing, and packaging, and storage systems.

C.1.2 STRATEGY: Conduct research on food safety and food-borne illness to reduce the possibility of contamination or spoilage of food in processing, storage, and marketing.

C.1.3 STRATEGY: Conduct research that enhances the nutritive and nutraceutical value of foods.

C.1.4 STRATEGY: Conduct research that enhances access to adequate quantity and quality of highly nutritious foods for all Mississippi citizens.

C.1.5 STRATEGY: Conduct research that promotes healthy child and family development and access to quality health care for all Mississippi citizens.

GOAL D: Conduct research that enhances Mississippians by promoting both economic growth and resource sustainability.

OBJECTIVE D.1. Conduct research that enhances environmental stewardship of agricultural production systems while maintaining economic sustainability and profitability.

- Outcome: Extramural funding/Scientist FTE
- Outcome: Research Publications/Scientist FTE

D.1.1 STRATEGY: Develop nutrient management plans to meet environmental quality standards.

D.1.2 STRATEGY: Identify best management practices (BMP's) to meet total maximum daily load (TMDL) standards and prevent non-point source pollution.

D.1.3 STRATEGY: Develop new technologies that enhance water-use efficiency and water quality of agricultural lands, streams, and wetlands.

D.1.4 STRATEGY: Evaluate agricultural conservation practices and alternative enterprises to maximize returns to producers and better manage our natural resources.

D.1.5 STRATEGY: Evaluate the effects of temperature and rainfall on production agriculture and develop strategies and practices to mitigate and adapt to environmental effects.

D.1.6 STRATEGY: Develop and promote sustainable agriculture systems (e.g., minimum tillage, integrated pest management, soil health, conservation management systems etc.) to help ensure ecosystem integrity and biodiversity.

D.1.7 STRATEGY: Exploit the possibilities of precision agriculture and advanced spatial technologies to improve efficiency, profitability, and environmental stewardship.

All STRATEGIES

- Output: Number of Scientist FTEs
- Output: Research publications

- Efficiency: Ratio of Appropriated funds to Extramural Funds
- Explanatory: Reduction of federal funding of research grants due to federal sequestration

Mississippi Alcohol Safety Education Program

5 Year Strategic Plan for the Fiscal Years 2028-2032

1. Comprehensive Mission Statement

The Mississippi Alcohol Safety Education Program (MASEP) is Mississippi's highway safety education/intervention program for first offenders of the state Implied Consent Law (MS Code Section 63-11-30). The Mission of MASEP is to (1) provide education, rehabilitation, and referral information for the first time DUI offender, (2) create a DUI control system by integrating the enforcement, judicial, and rehabilitation/education functions, (3) design and evaluate the effectiveness of various education/rehabilitation modalities, and (4) conduct research in order to design, implement, and test the effectiveness of intervention/prevention strategies.

2. Philosophy

MASEP is committed to providing a high quality, effective, research-based program of education/intervention to first time DUI offenders while adhering to the highest professional standards and utilizing the best available information and teaching techniques.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal: To protect the public's safety, including providing timely and appropriate responses to emergencies and disasters and to operate a fair and effective system of justice.

Relevant Benchmark: Alcohol/Drug-impaired driving fatalities per 100,000 population

4. Overview of the Agency 5-Year Strategic Plan

MASEP has identified two activity areas as priorities for the next five years. MASEP plans to monitor changing trends in substance use by DUI offenders in Mississippi and to revise the MASEP curriculum, if deemed appropriate, to address these changes as well as incorporate the most effective teaching/intervention techniques. Also, MASEP plans to work towards decreasing the percentage of those ordered to MASEP who do not enroll and complete the class.

5. Agency's External/Internal Assessment

External factors affecting MASEP include: (1) changes in state or federal laws or regulations, (2) changes in the number of DUI arrests by law enforcement, and (3) changes in the economy affecting the offender's ability to pay the MASEP fee. Internal factors include: (1) development of technology to improve efficiency, (2) availability of appropriate class sites and qualified staff, and (3) availability of funding for research and curriculum development.

The above factors are monitored by MASEP staff and adjustments are made as deemed appropriate.

5. (A) *Internal Management Systems Used to Evaluate Agency's Performance*

MASEP utilizes two field staff who monitor classes as well as serve as liaison with courts, law enforcement, and related agencies. Their reports are used to guide decisions on the number and locations of classes and to identify areas in which training for instructional staff is needed.

MASEP is a fee driven program funded totally from fees paid by participants. (Previously there was a small assessment on DUI conviction that went to MASEP. However, that assessment was re-directed by the 2016 legislature.) Enrollment is monitored on a class-by-class basis and adjustments are made as necessary. MASEP has created an internal management budget which can be scaled up or down to meet program demands or revenue shortfalls.

The MASEP Research and Development Unit conducts periodic studies on the recidivism rate of first time DUI offenders. The rate for those who attend MASEP is compared to the rate for those who do not attend to get a measure of the effectiveness of MASEP in reducing recidivism. This unit also analyzes information provided by MASEP participants to determine what issues need to be addressed in the curriculum.

MASEP has an Advisory Committee made up of a cross section of instructional staff which meets with the Operations and Research and Development staff at least once a year. This committee provides feedback and makes suggestions on improvements to the program.

6. Agency Goals, Objectives, Strategies, and Measures

Goal A: To reduce recidivism among first time DUI offenders and thereby enhance public safety.

Objective A.1: To provide a curriculum which utilizes the best available information and most effective intervention methods for DUI offenders

- Outcome: Change in recidivism rates among first time DUI offenders
- Outcome: Change in alcohol and/or drug related fatalities

Strategy A.1.1: Analyze information provided by MASEP participants on the MASEP Intake/Assessment form

- Output: Written report prepared by Research and Development Unit staff.
- Efficiency: Total cost of staff time.

Strategy A.1.2: Solicit input and recommendations from MASEP Advisory Committee

- Output: Written report prepared by Research and Development Unit staff
- Efficiency: Total cost of conducting meeting with Advisory Committee and staff time in preparing report

Strategy A.1.3: Conduct a review of applicable current research to determine the most effective education/intervention methods for DUI offenders

- Output: Written report prepared by Research and Development Unit staff
- Efficiency: Total cost of staff time

Strategy A.1.4: Monitor the current MASEP curriculum to reflect an analysis of the MASEP Intake/Assessment form, input from the MASEP Advisory Committee, and the best available information on effective intervention methods for DUI offenders

- Output: Revised curriculum, if appropriate.
- Efficiency: Total cost of staff time, materials, and printing

Strategy A 1.5 Establishment of an online version of the MASEP class which was necessitated by the advent of the COVID-19 pandemic.

- Output: An online version of the MASEP class fully implemented.
- Efficiency: Total cost of staff time.

Objective A.2: Decrease the percentage of those who are ordered to MASEP but do not enroll and complete the class (the "DNE Rate")

- Outcome: Change in recidivism rates among first time DUI offenders
- Outcome: Change in alcohol and/or drug related fatalities

Strategy A.2.1: Enhancement of credit/debit credit card procedures, Monitoring of QR payments

- Output: Number of MASEP participants choosing credit cards/ QR method of payment
- Output: Change in the DNE Rate
- Efficiency: Total cost of Operations Unit staff time

Strategy A.2.2: Add and/or relocate class sites to increase accessibility for convicted offenders

- Output: Number of class sites added or relocated
- Output: Change in the DNE Rate
- Efficiency: Total cost of Operations Unit staff time

Strategy A.2.3: Increase awareness of the effectiveness of MASEP and the importance of completing MASEP as ordered

- Output: Number of presentations to judges, court personnel, and related groups
- Output: Number of contacts with convicted offenders who do not attend
- Output: Change in the DNE Rate
- Efficiency: Total cost of Operations staff time and presentation materials, handouts, etc.

Goal B: To develop a new offender registry system to replace the current system (MOSES).

Objective B.1. To provide a more up to date registry system that can integrate with DPS systems.

Outcome: To provide a registry system that is fully compatible with DPS and judicial systems.

Strategy B. 1. Hiring of a full-time ITS person to develop this system.

- Output: Development of a new registry system
- Efficiency: Total cost of staff time.

Performance Measurement Appendix

Objective A.1: To provide a curriculum which utilizes the best available information and most effective intervention methods for DUI offenders

FY 2028

1. Collect and analyze data from 10 MASEP classes
2. Conduct one meeting with the MASEP Advisory Committee
3. Review five publications related to education/intervention for DUI offenders
4. Monitor use of Motivational Interviewing
5. Monitor how the legalization of medicinal marijuana affects the rate of impaired driving arrests
6. Monitor MASEP curriculum updates implementation.
7. Development and full implementation of new registry system.

FY 2029

1. Collect and analyze data from 10 MASEP classes
2. Conduct one meeting with MASEP Advisory Committee
3. Monitor trends of substance abuse, specifically as it relates to marijuana use, among Mississippi drivers
4. Monitor use of Motivational Interviewing.
5. Monitor MASEP curriculum updates relating to marijuana use.
6. Monitoring of new registry system.

FY 2030

1. Collect and analyze data from 10 MASEP classes
2. Conduct one meeting with the MASEP Advisory Committee
3. Make MASEP curriculum revisions on an as needed basis.
4. Monitor use of Motivational Interviewing.
5. Monitor MASEP curriculum updates relating to marijuana use.
6. Monitoring of new registry system.

FY 2031

1. Collect and analyze data from 10 MASEP classes
2. Conduct one meeting with the MASEP Advisory Committee
3. Implement necessary curriculum revisions

4. Monitor use of Motivational Interviewing
5. Monitor MASEP curriculum updates relating to marijuana use.

FY 2032

1. Collect and analyze data from 10 MASEP classes.
2. Conduct one meeting with the MASEP Advisory Committee
3. Implement necessary curriculum revisions
4. Monitor use of Motivational Interviewing
5. Monitor MASEP curriculum updates relating to marijuana use.

Objective A.2: Decrease the percentage of those who are ordered to MASEP but do not enroll and complete the class (the "DNE Rate")

FY 2028

1. Adjust class locations and/or frequency as needed to increase accessibility
2. Review MASEP's financial policies to determine whether changes could be made which would reduce the DNE rate.
3. Continue interviews with at least 25 individuals who did not enroll
4. Make at least 5 presentations to judges, court personnel or related groups
5. Evaluate use and effectiveness of on-line class.

FY 2029

1. Adjust class locations and/or frequency as needed to increase accessibility
2. Analyze the effect on the DNE Rate of the changes to the Implied Consent Law since 2014.
3. Continue soliciting input from at least 25 court personnel
4. Continue interviews with at least 25 individuals who do not enroll
5. Make at least 5 presentations to judges, court personnel or related groups
6. Evaluate use and effectiveness of on-line class.

FY 2030

1. Adjust class locations and/or frequency as needed to increase accessibility
2. Analyze the change in the DNE Rate since 2018
3. Evaluate the effectiveness of steps taken since 2017 to improve the DNE Rate
4. Continue soliciting input from at least 25 court personnel
5. Continue interviews with at least 25 individuals who did not enroll
6. Make at least 5 presentations to judges, court personnel or related groups

7. Evaluate use and effectiveness of on-line class.

FY 2031

1. Adjust class locations and/or frequency as needed to increase accessibility
2. Based on evaluations done in FY 2020, continue or discontinue steps taken to improve the DNE rate.
3. Develop at least one new step to be taken to reduce the DNE rate.
4. Continue soliciting input from at least 25 court personnel
5. Continue interviews with at least 25 individuals who did not enroll
6. Make at least 5 presentations to judges, court personnel or related groups
7. Evaluate use and effectiveness of on-line class.

FY 2032

1. Adjust class locations and/or frequency as needed to increase accessibility.
2. Based on evaluations done in FY 2020, continue or discontinue steps taken to improve the DNE rate.
3. Develop at least one new step to be taken to reduce the DNE rate.
4. Continue soliciting input from at least 25 court personnel
5. Continue interviews with at least 25 individuals who did not enroll
6. Make at least 5 presentations to judges, court personnel or related groups
7. Evaluate use and effectiveness of on-line class.

John C. Stennis Institute of Government and Community Development

5-Year Strategic Plan for the Fiscal Years 2028-2032

1. Comprehensive Mission Statement:

The John C. Stennis Institute of Government and Community Development (Stennis Institute) performs a threefold mission: (1) to enhance the efficiency and effectiveness of Mississippi state and local governments through basic and applied research, training, technical assistance, and service; (2) to provide technical assistance and research for both rural development in Mississippi and regional activities in the Southeast; and (3) to promote civic education and citizen involvement in the political process.

2. Philosophy:

The Stennis Institute is committed to providing quality training and public service to the citizens and leadership of the State of Mississippi. The Institute works tirelessly to provide information, education, and research to promote the well-being of the State, as well as providing students with the opportunity to learn and explore government and its functions. The philosophy of the Institute is to adhere to the highest professional standards, to provide quality public service, and to deliver quality training and education to the people of the State.

3. Relevant Statewide Goals and Benchmarks:

Statewide Goal #1: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

Relevant Benchmark #1: The Stennis Institute will continue to provide information, training, education, and research for all levels of government and citizenry within the state of Mississippi.

Statewide Goals (Overall): The Stennis Institute provides an expansive and in-depth examination of a multitude of topics for the state of Mississippi. The Institute prides itself on over 50 years of providing the State with high quality information, education, training, and research for government and citizens alike.

4. Overview of the Agency 5-Year Strategic Plan:

For the next five years, the John C. Stennis Institute of Government will conduct six (6) major programs to fulfill its mission. Each program is comprised of a series of activities that fit the general purpose of the program. Each of these six activities provides an expansive set of deliverables in the forms of training, education, research, and information dissemination for the state of Mississippi, the students at Mississippi State University and other State Institutions of Higher Learning, and the citizens of the State.

5. Agency's External/Internal Assessment:

External factors affecting the Stennis Institute include: 1) changes in the economy which could shift the request for information to different topics and 2) operational procedures which impact the Institute's ability to respond to requests in a timely manner.

Internal factors include: 1) development of technology to improve efficiency, 2) availability of quality data and qualified staff, and 3) availability of funding for research and outreach.

6. Agency Goals, Objectives, Strategies, and Measures:

Program 1: The State Agency Program

GOAL A: To provide assistance to a greater number of state agencies over the next five years to increase the effectiveness of the State Agency Program as the means for providing services to encourage greater efficiency

OBJECTIVE A.1: Effective Delivery of the State Executive Development Institute (SEDI)

- *Outcome:* Provide a class size of 25 attendees
- *Output:* Overall participant satisfaction score of 4.5 out of 5

A.1.1 STRATEGY: Implement a working network of SEDI alumni to discuss recruitment strategies and implement advertising materials in an effective manner

- *Output:* Maintain number of enrollees to 25 (average)
- *Explanatory:* Expand the outreach of the program to more individuals, while keeping the number within reason of effective education practices

A.1.2 STRATEGY: Increase the footprint of the SEDI program by expanding the number of agency representatives accepted into the program

- *Output:* Maintain number of enrollees to 25 (average)
- *Explanatory:* With an increase in the number of agencies represented in the SEDI workshops, there stands to be an increase in the number of enrollees for the program

OBJECTIVE A.2: Enhance technical assistance provided to State agencies

- *Outcome:* Implement new research techniques to address new issues facing the State
- *Output:* Added programs to aid State agencies in topics such as workforce retention, customer service satisfaction, economic development, and other areas while including simulation trainings to aid in the learning processes

A.2.1 STRATEGY: Increase usage of web presence and social media to promote research findings for agencies across the State

- *Output:* Increased publications and policy documents

- *Explanatory:* Provide additional information and education to agencies that may not be aware of the resources provided by the Institute

A.2.2 STRATEGY: Conduct a Legislative forum for training and policy research

- *Output:* Legislative training on policy and programmatic research
- *Explanatory:* Provide education and training to elected officials on the Legislative processes and the impact of policy research on legislation

GOAL B: To provide assistance to a greater number of state agencies over the next five years to increase the effectiveness of the Local Government Program as the means for providing services to encourage greater efficiency

OBJECTIVE B.1: Expand the number of personnel, compensation, and strategic plan reports for local governments

- *Outcome:* Expand the number of comprehensive plans, strategic plans, and personnel compensation studies for local governments for expanded understanding of issues facing local governments
- *Output:* At least 6 compensation, personnel, comprehensive, action planning, and/or strategic plans will be carried out by Stennis personnel each year

B.1.1 STRATEGY: Increase the level of cooperation and collaboration between the Mississippi Municipal League (MML), the Mississippi Association of Supervisors (MAS) and the Stennis Institute

- *Output:* Conference presentations and working meetings
- *Explanatory:* Expanding the outreach of the Institute to municipalities and counties is best achieved through the cooperation and collaboration between the representative groups

B.1.2 STRATEGY: Enhance the level of technical assistance provided to local governments

- *Output:* Increase staff capacity to address increased demand for and application of applied research and increase simulation-based training for a hands-on approach
- *Explanatory:* Cities and counties do not often have the knowledge base to perform these studies

B.1.3 STRATEGY: Enhance the level of technical assistance provided to businesses and public service organizations

- *Output:* Increase staff capacity to address increased demand for and application of applied research to assist businesses and organizations under the guidance of the State Legislature and other state agencies
- *Explanatory:* Expanding aid to the various state agencies, and businesses operating within Mississippi to promote a more effective and efficient service delivery to the citizens

Program 2: The Local Government Program

GOAL C: To improve the efficiency and effectiveness among local governments

OBJECTIVE C.1: Improve the level of professionalism of local government employees

- *Outcome:* Increased requests for training, information, and discussions among local governments and the Institute
- *Output:* Increase in customer satisfaction scores through survey instrument feedback

C.1.1 STRATEGY: Provide training and information on government operations and responsibilities to Mississippi local officials

- *Output:* More informed officials on government responsibility
- *Explanatory:* The training of government officials will create a more uniform adherence to the Constitution of the State of Mississippi, Mississippi State Code, and municipal charters.

C.1.2 STRATEGY: Increase outreach to local government departments

- *Output:* Develop a human resources program for public safety at the local level
- *Explanatory:* The program will allow for the education and training of local government officials within the public safety realm on human resources topics such as compensation and salary structure.

Program 4: The Civic Engagement Program

GOAL D: To increase citizen involvement in political activities and enhance citizen's knowledge of Mississippi politics through the Civic Engagement Program.

OBJECTIVE D.1: Increase citizen involvement in political activities and enhance citizen's knowledge of Mississippi politics

- *Outcome:* Increased citizen involvement in town hall meetings, voting, and other political events
- *Output:* Increase in voter turnout, attendance in local government activities through the education and training efforts of rural Mississippi towns on elections

D.1.1 STRATEGY: Provide training and information on government participation to Mississippi citizens

- *Output:* More informed citizens on government participation
- *Explanatory:* The introduction of a government simulation developed at the Institute will create a more educated citizen base on budgeting and other issues at the local level

D.1.2 STRATEGY: Continue providing Congressional Insight program

- *Output:* Maintain the outreach of the Congressional Insight program
- *Explanatory:* The program provides a hands-on simulation of the events of a first-year congressperson; increasing political knowledge applicable to all individuals

Program 5: The Multi-State Program

GOAL E: To sustain a working relationship with states like Mississippi in order to stay abreast of regional circumstances and their effect on Mississippi through the Multi-State Program.

OBJECTIVE E.1: Develop a greater understanding of and proficiency in addressing regional issues, and place Mississippi into a position that will allow the State to obtain a greater regional influence

- *Outcome:* Provide benchmarking for the State and comparables across other states in the region
- *Explanatory:* Providing benchmark information allows for comparisons on progress while aiding proactive assessments of the State

E.1.1 STRATEGY: Expand the Stennis Institute's relationship with the Consortium of Universities and Public Service Organizations (CUPSO),

- *Output:* Increased networks for data, relationships, and other information on best practices from other states

OBJECTIVE E.2: Expand the Strategic Doing program to include the southeast to promote multi-state education and information dissemination

- *Outcome:* Provide education, training, and information dissemination to the southeast using best practices from Mississippi
- *Explanatory:* Providing benchmark information allows for comparisons on progress

E.2.1 STRATEGY: Expand the Stennis Institute's relationship with the Strategic Doing partners across the country

- *Output:* Increased networks for data, relationships, and other information on best practices from other states

Program 6: The Applied Policy Research Program

GOAL F: To foster basic research endeavors through the Basic and Applied Research Program

OBJECTIVE F.1: To stimulate, foster, and encourage research from students, faculty, and staff within the Institute and across the Mississippi State University Campus

- *Outcome:* Collaboration among departments promoting increased research
- *Output:* Increased levels of research, publications, and student retention for the University

F.1.1 STRATEGY: Recruit faculty and students with the skills necessary to conduct basic research that will correspond with the needs of the Stennis Institute

- *Output:* Increased research output

F.1.2 STRATEGY: Provide research funds to faculty and students to encourage and assist in their research endeavors

- *Output:* Increased student and faculty participation in applied research for the State

- *Efficiency*: Increased knowledge base results in greater output-per-employee ratio

F.1.3 STRATEGY: Make funds available for travel to present findings at annual conferences

- *Output*: Increased exposure and advertising for the University's research and student involvement.

College of Veterinary Medicine

5-Year Strategic Plan for the Fiscal Years 2028-2032

1. Mission

Our mission is to protect and improve the health and well-being of animals and people while contributing to the economic development of Mississippi and surrounding regions by providing quality professional veterinary education, advancing research in veterinary and biomedical fields, and serving the community through excellent diagnostics, clinical care, and shared learning.

2. Philosophy

The MSU College of Veterinary Medicine will be recognized widely for producing and placing highly capable veterinarians, veterinary technologists, and scientists, and our faculty and staff will be recognized for being at the forefront of new developments in animal and human health.

Values

- Maintain a unique sense of family.
- Communicate effectively with students, colleagues, clients, and referring veterinarians.
- Act with integrity in both professional and scientific roles.
- Embrace innovative options.
- Encourage collaborative, multidisciplinary research efforts benefiting both animal and human health.
- Support student, faculty, and staff participation in activities that enhance the veterinary profession and the reputation of the College, the University, and the State.

5. Internal/External Assessment

Our success factors include:

- A two-phase curriculum that provides students with strong core classes, extensive casework and surgical experiences, and the flexibility to choose a career path that meets individual student needs.
- A rural veterinary certificate program and Center for Rural Veterinary Practice that addresses the shortage of veterinary services in rural areas.
- Veterinary and veterinary medical technology graduates who achieve high national board examination pass rates and are highly successful in their post-graduate placement in the work force.
- Competent and confident graduates with the skills to excel in private practice or any of the many career paths available to them.
- An admissions process that enables the College to attract students to the program from both inside and outside of Mississippi, to enhance the State's economic welfare and reputation.

- Graduate programs in research and One Health to produce scientists who can address the problems affecting humans, animals, and the environment.
- Productive and committed faculty members and staff who maintain a balance between their professional and
- personal lives.
- High quality clinical, diagnostic laboratory, and research facilities serve producers and pet owners by providing excellent clinical services, disease surveillance, and outreach across the state.
- Strong partners including the University, the State and Nation, researchers, government agencies, veterinarians, community leaders, and businesses.

Our Challenges include:

- Attracting and cultivating students, staff, and faculty with a wide range of experiences and perspectives, so that teaching, research, and service activities can effectively serve the needs of society.
- Increasing demands on faculty and staff because of reduction in faculty size, increasing numbers of students, and new programs
- The need to expand services and revenue base while maintaining excellent relationships with core constituents across the state
- The low population base and limited financial resources in our State that sometimes make it difficult to retain faculty
- The cultural and historical perceptions of our State can cause our many capabilities to be under recognized.
- The need to incorporate new knowledge and innovative ideas into teaching while maintaining the strengths and flexibility of the two-phase curriculum
- Understanding that veterinary research supports animal agriculture, aquatic health, and One Health.

6. Agency Goals, Objectives, Strategies, and Measures by Program

Goal 1: Foster Teaching and Learning

The College will provide challenging, comprehensive and supportive veterinary/veterinary technology/graduate educational experiences which will prepare each of our graduates with the knowledge, skills and behaviors needed to become readily employable in private practice, biomedical research, education, and throughout the veterinary profession.

Priority 1: The College of Veterinary Medicine will be recognized as a leader in veterinary medical education and curricular design.

Objective	Measure of Success
A. The College will graduate DVM students and VMT students with the scientific knowledge, skills, and values necessary to become valuable members of the veterinary profession and contribute successfully in a variety of veterinary careers.	A-1. Our students' NAVLE/VTNE pass rate at the time of graduation will exceed the national average. A-2. Our students' mean score on the NAVLE/VTNE will exceed the national average. A-3. DVM student performance as evaluated by externship mentors across 32 categories will meet or exceed the "expected performance/entry level competency" greater than 95% of the time. A-4. The employment rate, within the profession, of our DVM/VMT graduates within 12 months of graduation will exceed 95%. A-5. The College will maintain full accreditation status by the AVMA-COE and CVTEA. A-6. DVM graduates with match into highly competitive internship and residency programs through the Veterinary Internship and Residency Matching Program and residency programs not in the match.
B. The College will maintain a flexible, two-phase professional curriculum capable of responding to the changing needs of students, the profession, and society.	B-1. Every course will have 3-5 learning outcomes that are reviewed yearly. B-2. Each year of the program will have learning outcomes that will be attained during that year. B-3. Outcomes measures for new graduates will be reviewed periodically to ensure they remain relevant. B-4. A curriculum map will be developed and maintained using the iSeek platform.
C. The College will provide all students and house officers with resources and access to support programs to ensure their academic success and personal well-being.	C-1. The overall absolute attrition rate for academic reasons will be less than 3% for each entering class. C-2. Promotion, access and utilization of peer tutoring will be measured and reviewed following each semester. C-3. The faculty/student mentor program will be reviewed yearly, and enhancements made based on feedback from both faculty and students. C-4. Professional counseling services and wellness programs will be available for students and house officers

	through the Office of Psychological Services within the College. C-5. A course will be offered to interns to support their wellbeing.
D. The College will recruit students from a wide range of backgrounds and experiences, creating a learning environment where everyone can thrive, contribute, and succeed.	D-1. The Office of Admissions and Student Success will foster a welcoming environment through student recruitment, admissions, and CVM community events.
E. The College will foster an environment of excellence in teaching.	E-1. The College will support faculty engaging in professional development in teaching. E-2. The College will include presentations on teaching in meetings to highlight the work being done in education. E-3. The College will allocate funds for pedagogical research with the goal of increased national presentations and publications in the area of educational research. E-4. The College will deliver a Basics of Teaching Short Course that all new faculty participate in.

Priority 2: The College will continue to be recognized among its peer colleges of veterinary medicine as a leader in veterinary medical/biomedical graduate education.

Objective	Measure of Success
A. Recruit and support high academic ability students to our graduate program, including improved marketing of our programs to expand the applicant pool and attract such students.	A-1. Admitted graduate students will demonstrate strong academic performance at the undergraduate level. A-2. Report to the faculty students' achievements of degree milestones and time to graduation.
B. Provide assistance to students interested in preparing pre-doctoral fellowship applications.	B-1. Develop a program within the Office of Research and Graduate Studies to aid students in completing the application process.
C. Maintain rigorous standards for graduate students.	C-1. Require PhD students to present an oral presentation at a regional or national meeting before graduation and to have at least one peer-reviewed publication submitted before graduation.

	C-2. At least 80% of MS students and all PhD students will have a peer-reviewed manuscript submitted by the time of graduation. C-3. Track PhD graduates and evaluate their postdoctoral institutions as peer or peer-plus. At least 50% will obtain positions at MSU's peer-plus (or equivalent) institutions.
D. Continue the House Officer Grant program and track impact.	D-1. A system will be developed for tracking grant recipients and documenting the number who submit a paper to a peer-reviewed journal acceptable by their mentor by the time they finish their internship or residency.

Goal 2: Promote Research and Creativity

Priority 1: Promote research and creativity by moving CVM into the top 50% of accredited veterinary colleges in annual extramural research expenditures.

Objective	Measure of Success
A. Prioritize faculty hires, equipment purchases, and facilities assignments and renovations in areas in which we already have strength: aquatic animal health, infectious diseases and immunology, bovine respiratory disease, hematological diseases, environmental health and epidemiology.	A-1. The priority for new hires for positions with major research commitment will occur in existing areas of research strength.
B. Provide an effective and consistent mentoring program for new faculty.	B-1. Develop and maintain a faculty mentoring program coordinated by the Associate Dean for Administration and department heads. Provide communication, team dynamics, and leadership training. B-2. Provide grant writing training and require new faculty members with > 0.25 research FTE to participate. B-3. Develop workshops on grant writing and develop a college-wide research proposal review committee for pre-review of applications before they are submitted to a funding agency. B-4. The CVM Office of Research and Graduate Studies will provide information to all faculty members on development activities that are available through the Office of Research and Economic Development and other groups on campus

	and on research equipment and expertise available on campus.
C. Develop innovative programs to reward and retain exceptional faculty.	C-1. College and departmental funds will support successful faculty by sharing costs for infrastructure, lab space, and equipment. C-2. Competitive internal grant programs will enable faculty members to obtain preliminary data necessary to strengthen extramural grant applications, including educational grants. C-3. Work with MSU Provost, Vice President for Research, and Vice President of DAFVM to create innovative salary programs.
D. Enhance the College's research infrastructure.	D-1. Survey the faculty and department/center heads to determine the most pressing infrastructure needs and determine annually which can be funded (shared major equipment or facilities renovation). Report annually a list of new shared equipment for which the departments, Office of Research and Graduate Studies, or the Dean's Office contributed. D-2. Provide incentives for faculty members to apply for equipment grants from NSF, NIH, or USDA. D-3. Document the number of applications for equipment grants and the number of those grants that are funded each year.
E. Increase funding support from industry partners.	E-1. The CVM Office of Research and Graduate Studies will seek connections with industry partners and inform faculty members of potential opportunities. E-2. Records will be maintained and reported annually to the faculty on annual research expenditures provided by industry partners

Priority 2. Enhance the culture and productivity of the College's research program.

Objective	Measure of Success
A. Increase intellectual property development and commercialization.	A-1. Consideration will be given to intellectual property development (provisional patents, utility patents, licensing agreements) and commercialization in promotion and salary decisions.

	A-2. CVM Office of Research and Graduate Studies will provide advice on intellectual property development and commercialization. A-3. The number of invention disclosures, provisional patents, utility patents, licensing agreements, and start-up companies that are new or which remain active will be reported annually to the faculty.
B. Promote interdisciplinary research.	B-1. Inform faculty of the mechanisms for conducting interdisciplinary research and applying for interdisciplinary funding. B-2. Encourage team-building collaborative research and annually document the number of publications resulting from collaborative studies. B-3. The CVM Associate Dean for Research will actively interact with other associate deans for research across campus to identify potential collaborations. B-4: The Global Center for Aquatic Health and Food Security (GCAHFS) serves as a facilitator to engage MSU faculty, staff, and students in domestic and international development of aquaculture and fisheries with research to address problems in aquatic health and food security. Projects include the Marine Mammal and Sea Turtle Health Program and the MSU Gulf Coast Aquatic Health Laboratory.
C. Establish the Link Laminitis Center to advance the scientific understanding, prevention, and treatment of laminitis through innovative research and collaborative expertise.	C-1. Design and build a dedicated research building and barn to support advanced, state-of-the-art research in the field of laminitis. C-2. Recruit leading faculty in the field of laminitis to establish a multidisciplinary research team dedicated to advancing knowledge and innovation in the area of laminitis.
D. Increase number of publications in peer-reviewed journals that can be used to measure research recognition.	D-1. Report unique publications from CVM. D-2. Report publications per research FTE.
E. Increase faculty involvement and leadership in national and international scientific societies, invited review services, etc.	E-1. Recognize faculty members who win national or regional awards in research and those who are elected to offices related to research.

F. Capitalize on opportunities for our veterinary students to receive training in research.	F-1. Track students in the Summer Research Experience Program for veterinary students to determine success of participants who enter research-related fields. F-2. Submit high quality applications to NIH and Boehringer-Ingelheim for funding the SRE program. F-3. Encourage students to apply for pre-doctoral fellowships from NIH or other funding agencies and provide them and their mentors assistance in preparing a competitive application.

Goal 3: Expand Outreach and Engagement

Priority 1: The College will become the preeminent referral resource for practicing veterinarians in the state and region.

Objective	Measure of Success
A. The Animal Health Center and the Animal Emergency and Referral Center in Flowood will be positively recognized for their expertise in the clinical sciences and the provision of tertiary services and advanced medical techniques unavailable in most general practices.	A-1. Referral cases will continue to increase. A-2. Based on data collected from systematic client discharge surveys, greater than 90% of responding clients will rate each evaluated category a score of 5 or more on a 1-6 Likert scale. A-3. Based on data collected from systematic referring DVM surveys, greater than 90% of responding DVMs will rate each evaluated category a score of 8 or more on a 1-10 Likert scale.
B. Develop and maintain services and specialties within the Animal Health Center and AERC, and the Shelter Medicine Program to expand capabilities serving referring DVMs, the public and animals of Mississippi.	B-1. Develop creative ways to fund new services through leveraging appropriated, tuition, development, and clinical revenue dollars. B-2. Maintain current small animal surgery, small animal medicine, community veterinary service, equine medicine and surgery, food animal medicine and surgery, neurology, ambulatory, theriogenology, anesthesiology, radiology, dentistry, ophthalmology, dermatology, physical rehabilitation, pathology and clinical pathology services. B-3. Maintain a robust Shelter Medicine Program that provides students with surgical and medical experience, and spectrum of care experience while serving the community.

	B-4. Identify and implement additional clinical services that will provide student education, client service, and hospital revenue.
C. Preserve and enhance a diagnostic laboratory system recognized nationally for excellence and for protecting animal and public health.	C-1. Maintain AAVLD full accreditation for all species for each 5-year accreditation cycle, the maximum allowed by the accrediting body. C-2. Conduct appropriate diagnostic tests on samples submitted to the diagnostic laboratories within the system for assistance with disease diagnosis, herd/flock health status, and surveillance for diseases of potential public health significance, with a target of averaging at least 400,000 unique tests per year. C-3. Average turnaround times for diagnostic tests from receipt of case to reporting final results will be less than 3 days, (excluding post-mortem, mycology, virus isolation, referrals, and non-diagnostic accessions).

Priority 2. The College will enhance educational and outreach programs that address critical animal and public health issues.

Objective	Measure of Success
A. Create a Center for Rural Veterinary Practice to address the shortage of veterinary services in rural areas.	A-1. Develop a program to recruit and advise students from middle school through undergraduate. A-2. Offer a certificate in rural mixed practice for DVM students for career development. A-3. Provide one-on-one coaching to graduate veterinarians as they transition into rural practice. A-4. Through the new Rural Veterinary Medicine Scholarship program, increase student recruitment into rural veterinary practice in Mississippi. A-5. Conduct research to further education and clinical practice related to rural veterinary practice.
B. Develop a Master of Science in One Health.	B-1. The program will enroll students Fall 2026. B-2. Enrolled students will complete coursework or participate in experiential learning opportunities that integrate animal, human, and environmental health.

	B-3. Graduates will demonstrate an increased understanding of the intersections and interrelationships among the three areas of One Health, as measured by pre- and post-course assessments.
C. Develop a Shelter Medicine Primary Care Clinic.	C-1. Renovate a modular building to create a small animal clinic that models private veterinary practice ownership, offering students hands-on experience and insight into the business and clinical aspects of running a practice. C-2. Provide veterinary students with real-world clinical experience by treating animals from partner animal shelters, while gaining practical knowledge of the spectrum of care approach. C-3. Enhance the adoptability of shelter animals in the community through veterinary care provided by students as part of their clinical training.
D. Improve the surgical skills of graduate veterinarians by offering an intensive spay/neuter short course	D-1. Purchase a modular building and construct a small surgical training facility with funding from an industry partner. D-2. Provide one short course per month for graduate veterinarians to improve their surgical skills and improve their competence and confidence.
E. Promote food security and sustainability through collaborative teaching, learning and research efforts involving the livestock, poultry, and aquaculture industries.	E-1. All faculty with expertise in poultry, livestock, aquaculture and food safety will be involved with other such faculty on campus and producer and regulatory organizations.

Priority 3. The College will develop and promote mutually beneficial relationships, collaborative efforts and strategic alliances with University and external partners with common goals and objectives.

Objective	Measure of Success
A. Collaborate with the CVM Alumni Council and the MSU Alumni Association to increase the number of active members and participation of alumni.	A-1. Foster a veterinary alumni council that engages and communicates effectively with alumni, and is supported by a Senior Events Coordinator. A-2. Successful alumni events will be conducted at state, regional, and national levels.

B. Engage MSU CVM Veterinary Medical Technology Alumni Program.	B-1. Engage veterinary medical technology alumni in the CVM Alumni Council.
C. Communicate CVM strengths to elevate the national profile.	C-1. Increase the presence and engagement on social media. C-2. Transition to digital newsletters and engage in targeted marketing by hiring of a dedicated digital marketing coordinator.

Goal 4: Encourage Globalization

Priority 1: Develop, support, and coordinate infrastructure to enhance global outreach and capacity development in research and academic programs focused on food security and One Health.

Objective	Measure of Success
B. Promote MSU CVM internationally for recruiting and collaborations.	A-1. Improve MSU CVM International Programs web presence by including information for faculty interested in engaging, information for veterinary students, links to IVSA and MSU International Institute and international graduate student recruiting (highlighting countries where MSU CVM has strong linkages).

Priority 2: Facilitate academic and cultural opportunities of the College faculty, staff, and students through global engagement.

Objective	Measure of Success
A. Develop, support, and coordinate opportunities to further engage veterinary students (<i>and others</i>) in international activities.	A-1. Information on student opportunities will be housed on a webpage maintained by CVM and linked to MSU International Institute. All students participating in CVM-supported international travel will create post-trip reports, and experiences will be rated according to specific objectives. A-2. Feedback will be collected, and an information portal will be created for students to post opportunities and experiences.
B. Increase veterinary student engagement and opportunities in international research, education, and outreach by developing relationships	B-1. Veterinary students will be engaged in international activities, including research. Priority for funding student travel will be given to MSU CVM projects and then to students working with international colleges and faculties.

with international colleges and faculties.	B-2. MSU CVM will become involved with organized campus activities throughout the year and utilize student resources available at MSU. B-3. New agreements, including MOUs, will be developed with other colleges and faculties abroad to facilitate student and faculty exchange. B-4. Additional funding sources for study abroad will be identified, and the number of students applying for assistance will increase. Current programs approved for college funding include the Uganda Study Abroad, CVM-Loop Abroad, and FAO,.
C. Attract visiting scholars.	C-1. Host visiting scholars involved in research and/or teaching each year.

Goal 5: Enhance Institutional Culture and Environment

The College recognizes the importance of attracting and retaining appropriately trained faculty and staff who are willing to commit to accomplishing the College's mission and achieving its goals. Whereas some turnover is normal in academic institutions, it is important that a stable core of faculty and staff is present to provide continuity in program delivery and confidence that the College's mission is not threatened. The CVM strives to establish a safe, non-threatening learning/working environment that will promote collegial professionalism, respect for and pride in its students, staff, and faculty.

Priority 1: The College will encourage and support the holistic development and well-being of faculty, staff, and students.

Objective	Measure of Success
A. Prioritize community and provide programs that support personal and professional growth and success, to include mentoring, health (physical and mental) and work-life balance initiatives.	A-1. Continue a faculty mentorship program to support the needs of new faculty. A-2. Improved recruitment and retention of staff in the Animal Health Center through continued recruitment efforts by the Associate Director for Clinical Staff Success. A-3. Maintain a Staff Organizing Committee as a standing committee of the college to discuss and represent the needs of staff across all units of the CVM. A-4. Increased professional development for faculty and staff in communications, team dynamics, and leadership.

	A-5. Improved house officer programs as a result of forming a House Officer Committee, raising salaries, and instituting pay for emergencies. A-6. Create new staff onboarding processes that engage new staff and clearly outline processes and procedures that allow staff to be successful. A-7. Work with HRM to institute career ladders for staff career development. A-8: Develop and implement ideas from the Staff Organizing Committee to enhance community and creating a culture of appreciation.
B. Ensure transparent, shared governance.	B-1. Maintain CVM Faculty Organization and Staff Organizing Committee representation on the CVM Leadership Team. B-2. Hold regular staff and faculty meetings to improve communication and enhance community.

Water Resources Research Institute

5-Year Strategic Plan for the Fiscal Years 2028-2032

1. Comprehensive Mission Statement

The Mississippi Water Resources Research Institute's mission is to develop people and solutions to serve as catalysts that improve the health and sustainability of communities through research and Extension.

2. Statement of Agency Philosophy

The philosophy of the Mississippi Water Resources Research Institute is to tackle challenges related to drinking, waste, and agricultural water resources both domestically and internationally.

3. Relevant Statewide Goals and Benchmarks

- a. Plan, facilitate, and apply research to solve state and regional water issues.
- b. Promote technology transfer and the dissemination and application of research results.
- c. Provide for the training of scientists and engineers through their participation in research.
- d. Provide competitive grant funding awarded under the Water Resources Research Act.

4. Overview of the Agency's 5-Year Strategic Plan

Growth, Performance, and Emerging Trends

The Mississippi Water Resources Research Institute (MWRRI), located at Mississippi State University, is one of 54 national Water Resources Research Institutes or Centers. Authorized in 1964 by Mississippi Governor Paul B. Johnson and designated in 1983 as a state research institute by the Mississippi Legislature, MWRRI operates under the federal Water Resources Research Act of 1984 under the direction of the U.S. Geological Survey.

Less than a decade ago, MWRRI consisted of only a Director and one Project Coordinator. Currently, MWRRI is led by a Drinking and Wastewater Extension Professor who serves as Director and employs a staff that includes an Agricultural Research and Extension Water Management Associate Professor, a Climate-Smart Agricultural Specialist, six Project Managers, six Extension/Research Associates, two Postdoctoral Associates, and three Graduate Research Associates. This investment in human capital sparked growth in grants and contracts, increasing MWRRI's research portfolio from \$72,000 in 2018 to nearly \$10 million by 2026.

2028-2032 Strategic Plan

- Improve our capacity to solve state and regional water problems by increasing the number of research faculty and their research expenditures.
- Expand our capacity to promote technology transfer and the dissemination and application of research results by increasing the number of research faculty and their support staff.

- Increase the number of trained scientists and engineers and improve their quality of education by expanding MWRRI's research portfolio.
- Continue to provide competitive grant funding awarded under the Water Resources Research Act.

5. External/Internal Assessment & Internal Management Systems

1. External/Internal assessment
 - a. Federal budget levels and priorities.
 - b. Fluctuating costs of agricultural inputs.
 - c. Clients' willingness to participate in programs and apply information.
2. Internal management systems
 - a. MSU Annual Performance Evaluation for Employees.
 - b. MSU Faculty Performance Review.
 - c. Annual team goal-setting and related reporting to the MWRRI Advisory Board.
 - d. Successful execution of grants and contracts as specified by sponsors.
 - e. Annual conference survey feedback.

6. Agency Goals, Objectives, Strategies, and Measures by Program

6.1 Agency program goals = a statement of purpose for each budgetary program.

6.2 Program goal objectives = activity proposed to accomplish program goal (outcome measures should be listed for each objective).

6.3 Program objective strategies = a statement of how the agency will achieve the program objective; output, efficiency, and explanatory measures should be listed for each strategy.

PROGRAM OUTPUTS (VOLUME)			
MEASUREMENT	2026 ESTIMATED	2026 ACCOMPLISHED	2027 PROJECTED
1. Annual list of MWRRI's water resources research priorities	1	1	1
2. Number of competitive external research proposals developed or co-facilitated by MWRRI that were submitted for external funding	15	27	15
3. Number of externally funded contracts	7	11	10
4. Number of peer-reviewed journal publications submitted	20	17	20
5. Number of published abstracts	15	26	15

6. Number of Ph.D. & M.S. candidates served as a major advisor	6	7	6
7. Number of Ph.D. & M.S. candidates served as a graduate committee member	20	7	10
8. Annually prepare & distribute RFP for 104 b grant program	1	1	1
9. Documentation in the annual report submitted to MDEQ & EPA of the status of MOU annual work plan commitments	1	1	1

PROGRAM OUTCOMES (RESULTS OR QUALITY)			
MEASUREMENT	2026 ESTIMATED	2026 ACCOMPLISHED	2027 PROJECTED
1. Number of competitive external research proposals developed or co-facilitated by MWRRRI that received external funding	10	21	10
2. Amount of competitive external research awards through external funding sources	\$1,500,000	\$965,252	\$1,500,000
3. Amount of contractual funding received for externally funded projects	\$50,000	\$1,478,894	\$50,000
4. Number of dissertations or theses	5	7	5
5. Number of annual conference attendees	250	150	250
6. Percentage of conference favorable comments from the evaluation form	75%	90%	85%
7. Number of research proposals received for potential 104b funding	3	5	3

PROGRAM EFFICIENCIES			
MEASUREMENT	2026 ESTIMATED	2026 ACCOMPLISHED	2027 PROJECTED
1. Percentage of competitive external research proposals developed or co-facilitated by MWRRRI that received external funding	50%	80%	50%

2. Cost of annual conference	\$40,000	\$47,000	\$40,000
3. Amount of conference sponsorships	\$12,000	\$12,000	\$12,000
4. Amount of federal funding received to support 104b-funded projects	\$146,840	\$146,052	\$146,052
5. Amount of state funding received to support 104b-funded projects	\$353,176	\$353,177	\$354,278
6. Amount of funding awarded by MWRRI or used administratively to support 104b projects	\$350,000	\$353,177	\$350,000

Mississippi University for Women



5-Year Strategic Plan FY 2028-FY 2032

LBO Numbers: 264-00 and 253-05

Submitted to the

Board of Trustees of State Institutions of Higher Learning

July 2026

Mississippi University for Women

FY 2028 - FY 2032 Strategic Plan

1. Comprehensive Mission Statement:

Mississippi University for Women provides high quality undergraduate and graduate education for women and men in a variety of liberal arts and professional programs while maintaining its historic commitment to academic and leadership development for women. Emphasizing a personalized learning experience, the University engages in a variety of instructional methodologies to provide educational opportunities in a welcoming environment. The institution promotes research, scholarship, and creativity to enhance student development and achievement as a platform for lifelong education and growth.

2. Philosophy

Guiding Principles

MUW provides high-quality instructional programs that emphasize teaching and learning. With faculty and staff of the highest caliber, MUW is dedicated to providing a campus environment that encourages lifelong learning, strong career preparation, and personal growth. Graduates are expected to have skills in communication, technology, and critical thinking, as well as an awareness of self and responsible citizenship.

MUW is student oriented. MUW provides small classes and emphasizes personalized student attention, so that each student will have the opportunity to succeed. MUW offers a student-life program that stimulates learning and leadership development.

MUW values research, scholarship, and creativity. While MUW is primarily a teaching institution, the university supports research, scholarship, and creativity to enhance the professional development of faculty and staff in order to better prepare students.

MUW endorses sound organizational principles and is committed to operational efficiency, collaborative strategic planning, institutional effectiveness, and creative problem solving.

MUW meets regional, state, and national needs for higher education. The University responds to the needs of the local community by providing cultural activities; programs for intellectual, professional, and social development; and by assisting in economic development. MUW extends its outreach to the state and nation using multiple delivery methods, including the internet and other advanced systems.

MUW is committed to public service. MUW forms partnerships with businesses, as well as with educational, governmental, public service, and charitable organizations, to create opportunities that provide economic and social advantages for the institution, community, and region.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #3: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks

College Readiness

- Average ACT score of entering freshmen

Data: 20.4 (Fall 2024)

Source: Fall 2024-25 IHL Fast Facts

Notes: The average ACT of entering freshmen is a reflection of the academic preparedness of high school students entering Mississippi's public universities. This average can be increased through higher admission standards but accessibility would be compromised at some universities.

- Number and percentage of first-time entering students are enrolled in intermediate courses during their first year, broken out by math, English/reading, or both

Data:	Students	Percentage
Entering Freshmen	174	
Math Only	50	28.7%
English Only	8	4.6%
Both Math & English	41	23.6%
Overall Total	99	56.9%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Notes: The number and percentages of entering students requiring remedial education reflect the academic preparedness of high school students entering Mississippi's public universities. These figures can be decreased through higher admission standards but accessibility would be compromised at some universities.

- Percentage of fall intermediate math students completing the course within two years

Data: 79.1%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting; Education Achievement Council (EAC) Institutional Profile

- Percentage of fall intermediate English/reading students completing the course within 2 years

Data: 89.8%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting; Education Achievement Council (EAC) Institutional Profile

Student Progress

- First-year retention rate for entering full-time freshmen

Data: 67.3%

Source: IPEDS Data System

- Percentage of full-time students completing 24 credit hours within one academic year

Data: 81.4%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting; Education Achievement Council (EAC) Institutional Profile

- Percentage of part-time students completing 12 credit hours within one academic year

Data: 43.4%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting; Education Achievement Council (EAC) Institutional Profile

Notes: The part-time student data includes non-degree seeking students. MUW has a large dual enrolled student population that is considered non-degree seeking which significantly impacts this number. It is suggested that IHL and the EAC remove non-degree students from this data metric for future reporting.

Student Graduation Rates

- Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent enrollment (AY2025 undergraduate degrees with 4-year average of 12-month FTE enrollment from IPEDS)

Data: 31.8

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: MUW remains at the top of this benchmark for the IHL system with the current system average being 24.2.

- Student graduation rates (first-time full-time freshmen cohort graduating with-in 4 years, 6 years, and 8 years)

Data:	Students	Percentage
Full-Time Freshmen (Fall 2016)	278	
Graduating within 4 Years	80	28.8%
Graduating within 6 Years	104	37.4%
Graduating within 8 years (Fall 2014 adjusted)	107	38.5%

Source: IPEDS Data System. Eight-year rates uses the Fall 2014 cohort instead of 2016.

Notes: Between 2014 and 2016, MUW had a large number of international students entering as First Time Freshmen. The majority of those students were from one country and transferred to another institution out-of-state at the end of first academic year.

The majority of new students entering MUW are transfer students. Full-time Freshmen entering in the fall semester is a small portion of new entering students at MUW. A more accurate picture of MUW graduation rates would be to use the IPEDS Outcomes Measure Cohort. In comparison to the data reported above, MUW's cohort would have been 1,135 in 2016-2017 with a 4-year graduation rate of 59%, 6-year rate of 63%, and an 8-year rate of 64%

- Number and percentage of degrees awarded to adult learners who enter college for the first time at age 23 or older

Data:	Students	Percentage
Full-Time Adult Learners*	1	
Graduating within 4 Years	0	0.0%
Graduating within 6 Years	0	0.0%
Graduating within 8 Years	0	0.0%

Source: IHL, 5-Year Strategic Plan Benchmark Reporting. (Fall 2016 entering students)

Notes: Full-time entering freshmen who are 23 and older represent a small percentage of IHL's total entering freshmen. The system as a whole had 145 adult learners with only 22 graduating in 4 years and 29 in 6 years.

***Figures include freshmen and students admitted under the "Non-Formula Students 21 and Over" admission policy.**

- Percentage of state's population age 25 year and over with a bachelor's degree or higher

Data: 25.1% (Population Age 25 and Over)

Source: Latest U. S. Census ACS using 5-year estimates (2020-2024)

Graduates in High-Need Disciplines

- Number of graduates in high need disciplines by discipline

Data:	High-Need Discipline	Undergraduate Degrees
	STEM	13
	Education (including non-teaching)	25
	Health (including Nursing)	336
	Total	374

Source: IHL, AY2025 Degree Book, 5-Year Strategic Plan Benchmark Reporting

Notes: While MUW's number seems low, it only ranks behind MSU, UM, and USM.

Notes: STEM degrees will not match STEM degrees in Degree Book due to several STEM degrees being reported under the Health category.

- Number of graduates in teaching from Mississippi public higher educational institutions

Data: 34 (All Certification Levels --Elementary and Secondary)

Source: IHL Office of Academic and Student Affairs Reporting, AY2024-25.

- Licensure exam pass rates for graduates with four-year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II

Data:	Undergraduate Praxis (All Tests)	88.9%
	NCLEX--RN	98.1%
	Other Undergraduate Licensure/Certification	100.0%
	All Undergraduate Licensure/Certification	95.0%

Source: AY 2025 IHL Benchmark spreadsheet

Cost to Students

- Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions. The medium household income is \$56,447.

Data: 30.2%

Source: IHL, ACS Survey and IPEDS Data System.

Notes: MUW has the 2nd lowest total 2024-25 Total Tuition Room and Board, only behind MVSU whose is 28.9%. MUW is committed to offering an affordable education to Mississippi students.

- Dollars spent on remedial coursework

Data: \$183,277

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Remedial coursework includes IHL’s Summer Developmental Program and Intermediate courses. Estimated instructional costs include fringe benefits and are based on FY2025 average IPEDS salary for Instructor rank allocated for 241 remedial courses during AY2025.

Cost to Taxpayers

- Total state expenditures per total FTE student

Data: \$ 21,631

Source: On-Campus Expenditures: FY 2027 MBR, IHL On-Campus - MBR-1 / <http://www.lbo.ms.gov/PublicReports>
Off-Campus Expenditures: FY 2027 MBR, IHL Off-Campus - MBR-1
Capital Expense Fund: FY 2027 MBR, IHL On-Campus - MBR-1-02
12-Month FTE: IPEDS Data Center / 2024-2025

Notes: Note: Figures are calculated by summing on and off-campus expenditures and subtracting Capital Expense Fund amounts then dividing by 12-month FTE.

Quality of Learning Environment

- Percentage of teaching faculty with terminal degrees

Data: 68.3% (Fall 2024 Full-Time Faculty))

Source: IHL, 5-Year Strategic Plan Benchmark Reporting
Education Achievement Council (EAC) Institutional Profile

Graduation Rates of Graduates

- Percentage of enrolled graduate students who complete graduate degree.

Data: 65.8% (Master’s Level)

Source: IHL, 5-Year Strategic Plan Benchmark Reporting

Notes: Percentage reflects Fall 2022 entering master’s level students completing a master’s degree within three years. Doctoral degrees have been excluded due to the varied and sometimes lengthy dissertation process.

- Number of graduate degrees awarded.

Data: 104

Source: IHL, 2024-2025 IHL Degree Book

Graduate Students in High-Need Disciplines

- Number and percentage of graduate degrees awarded in science, technology, engineering, and math.

Data:	<u>Degree Level</u>	<u>Total Degrees</u>	<u>STEM Degrees</u>	<u>% STEM</u>
	Master's	101	0	0%
	Doctoral	0	0	0%
	Total	101	0	0%

Source: 2024-2025 IHL Degree Book, AY2024 using NSF list of degree programs

Notes: MUW does not offer graduate STEM programs to be included.

- Licensure exam pass rate for graduate school graduates, by discipline

Data:	Graduate Praxis (All Tests)	95.8%
	Other Graduate Licensure/Certification	100.0%
	All Graduate Licensure/Certification	97.9%

Sources: 2024-25 PRAXIS Pass Rates, AY2025 Other Licensure Rates

Notes: MUW has the highest Total Graduate licensure pass rate. The IHL system average is 85.1%

Commercialization of Academic Research

- Dollar value of total external research grants and contracts awarded to Mississippi public universities

Data: \$ 5,816,569 (All Fund Sources)

Source: IHL, FY2025 Research Catalog

- Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources

Data: 4.7% (\$91,500 from Federal Sources)

Source: IHL, FY2025 Research Catalog

Overview of the Agency 5-Year Strategic Plan:

Mississippi University for Women's student body reflects the wonderful diversity of Mississippi and this strengthens our students' educational experience and prepares our graduates to be successful in an ever-changing world. Our students remind us, just as every member of the Long Blue Line did before them, of the promise of the radical idea behind our founding, that all Mississippians deserve the lifetime of opportunity made possible by higher education.

Our history is distinguished and sets the standard for our future aspirations. In April 2026, the university adopted a new strategic plan, *Advancing Our Worth: The Blueprint for Success*, to carry us forward for the next 3-5 years. This plan is based on the following focus areas:

Priority 1	Academic Excellence
Priority 2	Student Experience
Priority 3	Strategic Impact & Engaged Alliances
Priority 4	Enrollment Growth & Retention
Priority 5	Operational Excellence

The Planning and Institutional Effectiveness Committee plus alumni and community members (PIE+), a broad-based campus group, examined data about The W, reviewed initiatives underway, listened to constituent voices, discussed areas of opportunity, and helped develop focus areas for the future based on existing and potential strengths of the university. After review by the larger campus community, these priorities were adopted to guide resources and efforts for the next 3-5 years. The PIE+ Committee began its work in fall of 2025 and concluded in April 2026. During this time campus constituents attended listening sessions and provided valuable insight into the direction and future of the university.

Advancing Our Worth: *The Blueprint for Success*

Academic Excellence

Academics are at the heart of a W education. Our dedicated faculty, respected in their fields, champion a commitment to teaching shaped by their research, scholarship, and creative expressions. Partnered with an equally committed staff, they foster a learning environment that is both broad and highly personalized. For The W, academic excellence results in graduates who are equipped to be responsible citizens in a complex world, engaged members of their local communities, and competitive contributors to the local, regional, and global economies.

- Raise awareness of the value of a liberal arts education and the Enlight Core curriculum, including appreciation of the flexibility it provides in an ever-changing world and student ability to articulate this value to potential employers.
- Support students as they navigate the demands of academic programs and graduation requirements, including through intentional advising and guided pathways.

- Expand co-curricular, experiential learning opportunities—including internships, service learning, and study away/abroad—to complement every academic program.
- Develop and support academically robust and pedagogically innovative programs in a variety of modalities that attract undergraduate, graduate, and nondegree-seeking students, equipping them with the critical thinking skills to navigate emerging technologies and evolving workforce demands.
- Align learning outcomes in both professional and liberal arts programs with the evolving needs of students as they enter the workforce

Student Experience

At The W, we curate an environment that fosters a deep sense of belonging and that promotes holistic growth and wellness for every student, on campus or online. Engagement is a defining part of the student experience—a pathway to purpose and lasting impact. Through residential life, athletics, cultural exchange, and community engagement, we create intentional opportunities for every student to connect, matter, grow, and lead.

- Strengthen coordinated student support systems that promote academic success, persistence, and timely completion, including tutoring, advising, and personalized services.
- Equip students to effectively and ethically use AI and other emerging technologies in their daily lives and to become critical consumers of information.
- Promote the well-being and holistic development of all students, engaging through varied modalities, with accessible resources and programming.
- Prioritize civic engagement and service opportunities to empower students to address regional challenges and achieve a deep sense of connection and purpose.
- Grow students' social capital through collaboration, networking, and professional development opportunities.
- Enhance mentoring and high-impact learning opportunities, such as student research, study abroad/away, and internships.
- Support the student athletes' academic, competitive, and professional preparation.
- Foster a lifelong connection to The W's legacy, through engagement with its community, alumni network, and pioneering tradition of access, economic empowerment, and social mobility.



Strategic Impact & Engaged Alliances

The W is an indispensable partner to Mississippi and the wider region. We amplify our reach through a powerful network of alumni, community partners, and stakeholders to secure the resources and advocacy necessary to drive regional transformation while honoring our historic mission of access and empowerment.

- Leverage The W's pioneering history to inspire a culture of giving that broadens opportunity and access for the next generation of leaders through scholarships, programs, and support of the institutional priorities.
- Strengthen partnerships with employers, alumni, and regional stakeholders to enrich mentorship, experiential learning, and job placement, widening The W's workforce pipeline.
- Expand institutional outreach and partnerships that intentionally enhance the health, cultural vibrancy, and economic potential of the communities we serve.
- Nurture a campus culture that leads with hospitality and excellence in service, ensuring that every interaction communicates the unique value of The W experience.
- Strengthen alumni engagement to build pride, increase participation, and better serve all graduates, including emerging and underserved student populations and those with limited connection to the residential campus experience.

Enrollment Growth & Retention

Originally founded as the first state-supported college for women, The W continues to provide access to a college education for all students, with a special emphasis on underserved populations in Mississippi and beyond. We aim to expand the university's student population through initiatives that reflect the university's mission and vision.



- Advance The W's visibility and unique value proposition as a leader of personal and educational transformation.
- Prioritize recruitment initiatives that strengthen enrollment streams across all disciplines for freshmen, transfer and graduate students and broaden participation among emerging student populations
- Provide personalized, comprehensive support for students beginning at the point of admission, continuing through matriculation, and culminating in timely, affordable degree attainment and long-term economic mobility.
- Expand access to a W education through the development of innovative degree options for undergraduate and graduate students

- Promote innovative, flexible academic pathways that meet the needs of today's learners and align with regional workforce priorities in high-growth sectors and areas of critical need in Mississippi and the wider region.
- Expand access and champion the academic momentum of first-generation scholars and students from diverse socioeconomic backgrounds by maximizing early academic success and leveraging robust, embedded supports.

Operational Excellence

The W sustains its mission through responsible stewardship, efficient resource utilization, and strategic investment in people, programs, infrastructure, and institutional capacity that support long-term vitality and effectiveness.

- Sustain and strengthen a financial model that supports institutional priorities, enables strategic investment, and positions the university to respond proactively to opportunity and change.
- Invest in and expand university marketing capacity to extend the reach and recognition of The W's programs and impact.
- Enhance and optimize digital campus infrastructure and facilities, prioritizing support for teaching, learning, and operations, with a continued commitment to accessibility, maintenance, and long-term campus planning.
- Invest in faculty and staff recruitment and retention to build a culture of continuous growth and professional development, resulting in a strong, engaged campus workforce that drives innovation, effectiveness, and institutional growth.
- Expand and diversify revenue opportunities through academic programs, strategic partnerships, philanthropy, public-private collaborations, and innovative funding approaches.
- Leverage data and outcomes to demonstrate institutional value and inform decision-making, strengthening operational effectiveness, accountability, and long-term success.
- Engage stakeholders across the university community in collaborative, forward-thinking strategic planning to anticipate challenges, align priorities, and position the institution to navigate change and sustain long-term success.

5. Assessment

5.1 External and Internal Assessment

1. Priorities of the state government will affect funding levels and issuance of repair and renovation funds, and thus determine the ability of the University to deliver essential programs.
2. Strategic initiatives at the system level will influence institutional priorities in planning, recruiting, and so forth.
3. Changing demographics of college-bound students will have an effect on the number of students attending college as will statewide population growth.
4. Changes in state and federal financial aid programs will have a dramatic impact on students' abilities to afford college.
5. The reliance on student tuition as the main source of revenue could affect the programs and student services offered to current and potential students
6. Increased concerns for campus safety as a result of campus shootings at other institutions nationwide impact student's decisions on where to attend and increase the pressure to invest in safety and security measures.
7. Mental health needs of students continue to increase and require more qualified staff.
8. The increase in students requiring remedial education will have an effect on the retention and graduation rate as well as requiring increased instructional funding.
9. The educational needs of the citizens of the state will determine changes in academic programs.
10. Availability of Ph.Ds. will affect the ability of the University to increase faculty.
11. Faculty supply-and-demand fluctuations will affect the University's ability to successfully recruit in particular academic areas.
12. Rapid changes in technology may alter overall structure of existing programs and their delivery, which will necessitate significant training of faculty and staff.
13. Financial matters and personal family concerns are key factors affecting student retention.
14. Increases in utilities and compliance costs will affect operating expenses.

5.2 Internal Management Systems Used to Evaluate Agency's Performance

Mississippi University for Women has an in-house strategic-planning process in place to establish and monitor its continuous improvement and institutional effectiveness. The nucleus of the University's planning efforts is the Planning and Institutional Effectiveness (PIE) Council. The Council is representative of the entire University, including faculty, staff, a student representative, an external representative, and representatives of all levels of administration. Each year PIE Council reviews institutional-planning documents and progress toward meeting the goals set forth in these plans. These reviews provide the basis for establishing annual planning priorities for the institution. All PIE Council recommendations are submitted to the President for review and approval.

MUW's assessment and evaluation processes also ensure continuous improvement and institutional effectiveness. Each campus unit prepares assessment plans in support of institutional priorities and goals as well as quantifiable benchmarks, and progress toward meeting these benchmarks is reported annually to the unit supervisor for review. These plans are designed to ensure unit effectiveness and continuous improvement and to support the initiatives outlined in larger institutional plans as well as in strategic priorities and goals. Results of this evaluation process provide useful information that is applied to the revision and/or intensification of future strategies, action steps, and benchmarks. Achievement of predetermined goals is measured using both direct and indirect methods. This process of annual unit review is documented in institutional-planning documents. In addition academic units establish student-learning outcomes each year and assess program effectiveness. These results are used to guide changes in instruction and curriculum to promote student learning. In addition, the results are used to determine budget requests and allocations.

6. Agency Goals, Objectives, Strategies and Measures by Program

Program 1: Instruction

GOAL A: Provide high-quality instructional programs that emphasize teaching and learning and meets the needs of the region and state

OBJECTIVE A.1. Develop off-campus and distance-learning programs, with a special emphasis on forming partnerships with school systems and community colleges

Outcome: Increased enrollment in 2+2 programs

Outcome: Increase in number of high school graduates with college credit

Outcome: Change in the state degree attainment rate

A.1.1. STRATEGY: Build Memorandum of Understandings and partnerships with community colleges to create clear pathways to specific degree programs

Output: Number of community college transfers

Output: Number of degrees awarded to transfer students

Output: Number of online degree and certificate programs

Efficiency: Time to degree is decreased

A.1.2. STRATEGY: Study barriers to degree completion and create clearer pathways for nontraditional students

Output: Increase FTE enrollment

Output: Number of degrees awarded

Output: Retention and Graduation Rate

Efficiency: Time to degree is decreased

A.1.3. STRATEGY: Provide opportunities to local school districts and home-school associations to dual enroll and earn college credit

Output: Number of high school students with earned college credit

Efficiency: Time to degree is decreased

OBJECTIVE A.2. Maintain state-of-the-art classrooms, laboratories, and computing facilities

Outcome: Increase in the number of smart classrooms in academic buildings

Outcome: Increase in the use of technology in the classroom

A.2.1. STRATEGY: Monitor, assess, and update technology used in classroom instruction to be current and relevant

Output: Annual update of technology on campus and improvements

Output: Number and cost of new software hardware purchases for instruction

OBJECTIVE A.3. Recruit and retain a diverse, high-quality faculty

Outcome: Change in percent of minority faculty

Outcome: Change in percent of full-time instructional faculty with terminal degrees

A.3.1. STRATEGY: Provide faculty salaries comparable to peer institutions

Output: Number of tenured faculty

Output: Average salary by rank and discipline

Output: Percentage of courses taught by adjunct faculty

Efficiency: Increase in faculty retention

OBJECTIVE A.4. Enhance programmatic and course offerings

Outcome: Change in course delivery

Outcome: Change in student enrollment

A.4.1. STRATEGY: Evaluate scheduling practices and alternative formats to ensure student needs are met

Output: Number of course sections by modality

Output: Average class size

Efficiency: Decrease in sections

A.4.2. STRATEGY: Monitor and assess instructional programming that enhances the student experience (University 101, Honors College, Internships, University core curriculum, etc.)

Output: Retention and Graduation rate

Output: Enrollment in specific programs

Efficiency: Decrease time to degree

Program 2: Research

GOAL A: Support research and creative activities that enhance education, support economic development, and improve the status and well-being of women

OBJECTIVE A.1. Monitor and assess research grants in sponsored programs

Outcome: Change in grants awarded

A.1.1. STRATEGY: Provide opportunities for faculty and students to do university-sponsored research

Output: Number of faculty participating

Output: Increase funds for university-sponsored research

Efficiency: Average cost per project

Program 3: Public Service

GOAL A: Create and maintain community service partnerships with community, state, regional, and national organizations that support the university mission

OBJECTIVE A.1. Effectively build partnerships with external entities to provide campus groups avenues for community service

Outcome: Change in partnerships and agreements

Outcome: Creation of service learning opportunities

A.1.1. STRATEGY: Maintain a Community Service Registry to match individuals and groups with service opportunities

Output: Number community service hours recorded

Output: Number of service learning projects

Efficiency: Average hours of service per individual

Program 4: Academic Support

GOAL A: Support students and faculty with the instructional and pedagogical resources needed to succeed

OBJECTIVE A.1. Manage timely and appropriate student support services for the individual student that supports retention and graduation

Outcome: Change in retention rate

Outcome: Change in graduation rate

A.1.1. STRATEGY: Enhance advising services, advisor training programs, and strategies to support at-risk students

Output: Number of students completing intermediate courses

Output: Percentage of students completing gateway course in math and English

Efficiency: Reduction of repeated courses due to failure

OBJECTIVE A.2. Foster a dynamic and supportive teaching culture to develop different pedagogies

Outcome: Change in teaching resources

A.2.1. STRATEGY: Develop a Center for Teaching and Learning to support faculty development

Output: Number of assessments of teaching pedagogies

Output: Number of faculty consultations

Efficiency: Average cost per consultation

Program 5: Student Services

GOAL A: Support the whole student life experience, from recruitment to retention initiatives

OBJECTIVE A.1. Effectively provide programs that develop student experiences and supports quality interactions with a diverse group

Outcome: Change in quality of campus interactions

Outcome: Change in retention rate

A.1.1. STRATEGY: Develop opportunities for student and faculty interactions outside the traditional classroom (service learning projects, student activities, student organizations, etc.)

Output: Number of students participating in events

Output: Retention rate

Efficiency: Decreased time to degree

Explanatory: Increase in student involvement increases student retention

OBJECTIVE A.2. Monitor and assess recruitment and retention of diverse students

Outcome: Change in students demographics

Outcome: Change in retention initiatives

Efficiency: Cost per student to recruit

A.2.1. STRATEGY: Implement a new Enrollment Management Plan

Output: Increase in new students (freshmen, transfers, graduate students)

Output: Retention and graduation rate

Efficiency: Average cost to retain a student

A.2.2. STRATEGY: Use BANNER system to improve student tracking and advisement

Output: Automation of degree plans

Efficiency: Decreased time to degree

A.2.3. STRATEGY: Provide student services to enhance the quality of life (recreation activities, counseling services, student activities, cultural events, residence life, health services, career and testing services, etc.)

Output: Number of student participants

Output: Retention and graduation rate

Efficiency: Average cost of services per student

Program 6: Institutional Support

GOAL A: Support the institution by providing sound internal operations that support the mission of the institution

OBJECTIVE A.1. Effectively manage administrative operations

Outcome: Change in operational expenses per FTE

Outcome: Change in operational efficiencies

A.1.1. STRATEGY: Create a Technology Advisory Committee to monitor the environment

Output: Annual update on technology

Output: Network usage

A.1.2. STRATEGY: Monitor, assess, and update business operations through training and efficiencies

Output: Number of processes redesigned

Output: Number of participants provided training

Efficiency: Institutional support cost per student

OBJECTIVE A.2. Recruit and retain a diverse, high-quality faculty and provide student programming on diverse issues

Outcome: Change in percent of minority faculty

Outcome: Change in percent of full-time instructional faculty with terminal degrees

Outcome: Change in student programming

Program 7: Operation and Maintenance

GOAL A: Support the improvement of facilities, physical plant and campus infrastructure and a safe environment

OBJECTIVE A.1. Develop a capital-improvement package for the renovation of historic buildings, academic space, and faculty offices, as well as for increased campus safety features

Outcome: Change usage per square foot

Outcome: Change in energy efficiencies

A.1.1. STRATEGY: Implement the Sustainability Plan

Output: Savings in energy related expenses

Efficiency: Reduction in energy needs

A.1.2. STRATEGY: Implement the Facilities Master Plan

Output: Average renovated age of buildings

Output: Number of buildings in operation

OBJECTIVE A.2. Effectively monitor and assess campus safety and environment

Outcome: Change in incident reports

A.2.1. STRATEGY: Evaluate and update campus emergency response plans to maintain compliance

Output: Number of Title IX reports and investigations

Output: Number of emergency team activations

Program 8: Scholarships and Fellowships

GOAL A: Support and provide monies for the educational needs of students

OBJECTIVE A.1. Establish internal controls to ensure that scholarship resources are leveraged to enhance enrollment management

Outcome: Change in number of students receiving scholarships

Outcome: Change in the amount of awards

A.1.1. STRATEGY: Reallocate a percentage of general scholarships to academic affairs to recruit students

Output: Percent of students receiving awards

Efficiency: Average award of students

A.2.1. STRATEGY: Establish new scholarships in appropriate academic areas with the use of private funds

Output: Dollar amount of private funds secured

Efficiency: Average award of students



5-YEAR STRATEGIC PLAN

2028-2032

MISSISSIPPI VALLEY STATE UNIVERSITY
5-YEAR STRATEGIC PLAN
2028-2032

INSTITUTIONAL STATEMENTS

Mission Statement

Through personal connection, Mississippi Valley State University provides quality undergraduate and graduate programs to a diverse community of learners. MVSU's commitment to teaching, learning, research, and service enables students to achieve their academic and career goals and contributes to the betterment of the Mississippi Delta and beyond.

Vision Statement

Mississippi Valley State University will be a first-choice destination for students and employees who are seeking a vibrant, engaging, and transformative university experience.

Core Values

Integrity | Service | Student-Centeredness | Accountability | Collaboration & Partnership

Overview

Planning is an essential element in the progressive development of an institution. Programmatic activities of the institution function effectively when they are appropriately described, well-funded, and properly evaluated. The planning process is the primary means by which the institution evaluates its progress, sets goals for the future, and determines institutional effectiveness. It is a process that is comprehensive and continuous.

Mississippi Valley State University (MVSU) ensures its planning process is inclusive and involves all sectors of the University community. A University-wide Strategic Planning Committee with broad-based representation has been established. The purpose of the Strategic Planning Committee is to periodically review and update the University's Strategic Plan and its alignment with university priorities. The committee is also charged with ensuring that the Strategic Plan is institutionalized and that progress is being made toward achieving the University's stated goals and priorities.

The 5-Year Strategic Plan is aligned with budgeted programs and is consonant with planning goals and priorities set forth by the State of Mississippi and the Board of Trustees of Mississippi Institutions of Higher Learning. This document contains MVSU's goals, priorities, and projections as they relate to the State of Mississippi's budgeted programs for higher education. These budgeted programs include instruction, academic support, scholarships and fellowships, student services, institutional support, public service, and operation and maintenance. An overview of the planned direction for these budgeted programs follows.

Instruction

The University continues to strengthen its academic programs by offering degrees in innovative and market-driven areas. Novel approaches to delivering programs such as cybersecurity, mathematics, mathematics education, online early childhood education, environmental justice, and prison education are under consideration. MVSU will expand student access to higher education by offering existing and new courses in both traditional and online formats. Correspondingly, this will address the requirements of business and industry and other stakeholders in the region.

Although the University aspires to add new and innovative programs, delivering such programs can be cost-prohibitive given recent enrollment declines and the current economic climate. Therefore, the University must balance the demand for innovation with the need to support the existing academic infrastructure. By the end of the strategic planning cycle, Mississippi Valley State University intends to strengthen academics by increasing the percentage of faculty with terminal degrees, increasing student success rates, increasing the number of accredited academic programs, increasing student enrollment in high-need disciplines, and improving graduation rates through methods that include information literacy and other academic support services. Each of these objectives requires funding above the current allocation for Instruction.

Academic Support

Over the next five years, MVSU will continue to maintain a modern, progressive, learner-centered environment for the University community. The University has reintroduced the nationally recognized University College system that provides programs and services intended to impact retention, increase student engagement, and promote students' holistic growth and development. To this end, the University has developed and implemented an online tutorial and academic support system that caters to meeting individual students' academic and personal needs. The Academic Division also plans to improve the quality of the learning environment by increasing student involvement in their disciplines through faculty/student collaborative projects, and student attendance and presentations at conferences and professional meetings. The costs to support these strategies exceed current allocations for Academic Support.

Scholarships and Fellowships

MVSU recognizes the importance of scholarships in its efforts to recruit, retain, and graduate students. The University also understands its limitations when it comes to providing institutional and state-funded scholarships. Therefore, MVSU periodically evaluates scholarship criteria to ensure awarded scholarships have the maximum impact. Also, MVSU continues its commitment to fostering healthy relationships with alumni, community, corporations, foundations, and internal constituents of the University to secure funds for scholarships and fellowships. These additional sources of scholastic funding are critical to our mission to recruit, retain, and graduate students that are ready to compete in a global society. The Office of University Advancement plays a critical role in securing financial support from alumni giving, corporate sponsorships, and faculty and staff giving at MVSU. Over the next five years, it is anticipated that these efforts will increase the matriculation, retention, and graduation rates at MVSU.

Student Services

Projections for enhancement of student recruitment, retention, and the overall quality of student life are closely tied to new construction projects, renovations, and services for students. Maintaining residence halls and their surroundings as living-learning centers, marketing for student recruitment, assistance with financial aid services, student counseling, career services, and various other student life services are areas for targeted improvements.

Through this plan, the University takes a proactive approach to becoming a more diverse institution that serves all people in its region. This approach includes directing resources and programs toward increasing the participation of under-represented students, developing a program of offerings that will attract high achieving, and non-traditional students, and creating a campus environment that is attractive and appealing to all segments of the population.

Institutional Support

For an institution of MVSU's size and resources, efficiency is highly necessary. To strengthen the institutional infrastructure, sound management and fiscal responsibility are planned for the areas of business and financial affairs, external funding, institutional effectiveness, and employee productivity. Over the next five years, institutional planning calls for greater infusion of data and information into the planning and operational aspects of the University. MVSU also intends to include the implementation of a comprehensive information technology plan to increase the number of smart classrooms and workspaces.

Public Service

Public service is essential to the mission of MVSU. As a regional institution in the Mississippi Delta, MVSU strives to be an agent of change to improve the quality of life in the region. Projections in these areas include the University's involvement in programs that focus on community-based recreation, community service, and sponsorship for community-based projects. Self-enhancement and strategic marketing will be key elements as the University moves into the future. MVSU will enhance broadcast media by converging existing resources to reach prospective students and alumni markets and gain broader participation in academic and civic activities at the local, regional, state, and national levels.

Operation and Maintenance

The Facilities Management Department places strong emphasis on professional management and responsible stewardship of the University's physical resources. As a priority, the Department's operation and maintenance services directly support the educational mission of Mississippi Valley State University by ensuring that academic buildings, residence halls, and student-service facilities are routinely maintained and enhanced. Looking ahead, the University is committed to upholding and improving life-safety standards across campus, improving the functionality and utilization of facilities, and advancing strategic building improvements/renovations—particularly within residential and student-focused environments—to support long-term institutional goals.

External and Internal Assessment

Through both internal and external assessments, MVSU recognizes a number of factors which may affect its performance toward achieving stated goals and objectives. Internal assessments have revealed that continuous budget cuts have resulted in decreased state-funded opportunities for faculty and staff development. Funding for programmatic and institutional support services, such as academic program accreditation and the technology infrastructure, have also been reduced considerably. This impacts the University's ability to provide a quality learning and operating environment.

External factors that impact the University's ability to meet goals and objectives include continuous reductions in state funding. Without necessary funding, programs and services are limited. Also, with tuition being a major source of revenue for the University, enrollment decreases have negatively impacted this funding stream. Other environmental issues, such as the University's rural location, limited housing, poorly funded school districts, and lack of industry create additional challenges for attracting and retaining the best students, faculty, and staff.

Internal Management System

MVSU uses a number of internal management systems to evaluate the University's performance in achieving its mission. The Strategic Planning Committee uses an annual planning and reporting process to address strategic planning and budgeting for the University. The Institutional Research and Effectiveness office coordinates another annual process of outcomes assessment planning and reporting that involves all programs and services within the University. Each year all units identify outcomes, assess the extent to which they achieve those outcomes, and use the results to make improvements within the units. Both processes gauge the University's progress toward achieving its mission and support a process of continuous improvement in all programs and services.

The University also utilizes an annual process of evaluating the performance of university personnel. Personnel evaluations are administered at all levels including the President, the President's Cabinet, and all faculty and support staff. These evaluations are used to identify strengths and weaknesses in the performance of personnel. The results are used to make improvements in the operation of the University.

Each evaluation system will have a component that identifies a link to one or more of the following goals and objectives for budgeted programs at MVSU. The goals and objectives selected for inclusion in the FY2028-FY2032 Strategic Plan are considered priorities for this period. They will be evaluated and adjusted annually by the Strategic Planning Committee based on input from the University community.

MISSISSIPPI VALLEY STATE UNIVERSITY
5-YEAR STRATEGIC PLAN
2028-2032

FY2028

BUDGETED PROGRAM:		INSTRUCTION
FISCAL YEAR:		FY2028
GOAL 1:		ENHANCE AND STRENGTHEN ACADEMICS IN THE UNIVERSITY
RELATED INITIATIVES		ACADEMIC EXCELLENCE AND STRENGTHENING ACADEMIC SUPPORT; STEM-U-LATE; CELEBRATING THE DELTA DEVILS ATHLETIC EXPERIENCE
STATEWIDE BENCHMARKS ADDRESSED:		Quality of Learning Environment, Student Progress, Student Graduation Rates, Graduates in High Need Disciplines
<u>OBJECTIVE 1:</u> Increase the percentage of faculty with terminal degrees		
OUTCOME MEASURE:		Increased access to a quality learning environment
STRATEGY 1:		Hire faculty with terminal degrees in unfilled positions
OUTPUT/EFFICIENCY MEASURES:		Percentage of full-time faculty with terminal degrees. Number of newly hired faculty with terminal degrees Average salary for newly hired faculty with terminal degrees
EXPLANATORY MEASURES:		Geographic location of university in a rural community. Starting salaries are below national average.
STRATEGY 2:		Provide professional development opportunities to current faculty without terminal degrees
OUTPUT/EFFICIENCY MEASURES:		Number and percentage of faculty with terminal degrees Number and percentage of faculty receiving faculty development funding to obtain a terminal degree in a related discipline
EXPLANATORY MEASURES:		Cost to support faculty without terminal degrees in obtaining terminal degrees
<u>OBJECTIVE 2:</u> Increase student retention		
OUTCOME MEASURE:		Increased student progress toward degree attainment
STRATEGY 1:		Implement an aggressive student tracking system that proactively identifies and resolves students' barriers to re-enrollment
OUTPUT/EFFICIENCY MEASURES:		Number of first-time freshmen enrolled. Number and percent of first-time freshmen returned. Number of continuing students enrolled. Number and percent of eligible continuing students returned. Student expenditure per FTE student
EXPLANATORY MEASURES:		Number of students reporting personal and social barriers to retention that are beyond the control of the institution

OBJECTIVE 3: Improve student success rates in intermediate courses and credit hour attainment

- STRATEGY 1: Enhance and strengthen tutoring and academic support strategies to achieve statewide benchmarks for student progress in intermediate courses and credit hour attainment
- OUTPUT/EFFICIENCY MEASURES: Percentage of fall intermediate math students completing the course within 2 years.
Percentage of fall intermediate reading students completing the course within 2 years.
Cost of intermediate courses
Percentage of full-time students completing twenty-four credit hours in one academic year
Percentage of part-time students completing 12 credit hours in one year
- EXPLANATORY MEASURES: Academic preparation of students before enrolling

OBJECTIVE 4: Increase total degrees conferred and graduation rates

- STRATEGY 1: Strengthen advising and academic support strategies that maximize students' abilities to complete degree program requirements
- OUTPUT/EFFICIENCY MEASURES: Number of degrees conferred.
Number of degrees conferred to students entering college at age 23 or older.
Number of undergraduate and graduate degrees conferred in STEM and Education programs.
Number of students taking the PRAXIS II exam and percentage passing
6-Year graduation rate for first-time freshmen
Percent of graduate degree students completing graduate degree in 3 years
- EXPLANATORY MEASURES: Individual students' challenges outside of higher education.
Individual students' interest in STEM and Education programs
- STRATEGY 2: Increase information literacy instruction
- OUTPUT/EFFICIENCY MEASURES: The number of students receiving information literacy instruction.
The number of courses with information literacy embedded in the course
- EXPLANATORY MEASURES: The number of library staff available to conduct information literacy sessions

OBJECTIVE 5: Increase enrollment in high need disciplines

- OUTCOME MEASURE: Increased access to degree programs in high-needs disciplines
- STRATEGY 1: Supplement current recruitment efforts with additional recruitment by faculty and staff in STEM programs
- OUTPUT/EFFICIENCY MEASURES: Number of students enrolled in STEM programs.

EXPLANATORY MEASURES: Number of students enrolled in Education programs
The number of potential STEM majors from feeder high schools

OBJECTIVE 6: Increase the number of accredited academic programs

OUTCOME MEASURE: Increased access to a quality learning environment

STRATEGY 1: Require academic programs to seek and/or maintain program accreditation

OUTPUT/EFFICIENCY MEASURES: The number of accredited academic programs.
The percentage of accredited programs

EXPLANATORY MEASURES: Cost of seeking program accreditation.
Lack of faculty and required resources

BUDGETED PROGRAM:	ACADEMIC SUPPORT
FISCAL YEAR:	FY2028
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	STEM-U-LATE; POWER OF ONE; PARTNERSHIP FOR RESEARCH
STATEWIDE BENCHMARKS	Quality of Learning Environment, College Readiness, Student
ADDRESSED:	Progress
<u>OBJECTIVE 1:</u>	Increase the number of students involved in discipline-specific, professional activities
OUTCOME MEASURE:	Improve the quality of the learning environment
STRATEGY 1:	Provide opportunities for faculty/student collaborative projects
OUTPUT/EFFICIENCY MEASURES:	The number of collaborative faculty and students' projects in the discipline;
EXPLANATORY MEASURES:	Accessibility of project sites; Cost of projects
STRATEGY 2:	Increase number of students attending professional conferences
OUTPUT/EFFICIENCY MEASURES:	The number of students presenting a paper, a panel, posters, or attending professional conferences.
	The number of students participating in performances and exhibitions
EXPLANATORY MEASURES:	Cost of sending students to conferences.
	Cost of hosting professional conferences at MVSU
STRATEGY 3:	Involve students with activities that offer "real-world" experiences in their chosen discipline
OUTPUT/EFFICIENCY MEASURES:	The number of students participating in internships.
	Percentage of degree programs offering internships
EXPLANATORY MEASURES:	Paid versus unpaid internship.
	Accessibility of internship sites

BUDGETED PROGRAM:		SCHOLARSHIPS AND FELLOWSHIPS
FISCAL YEAR:		FY2028
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT	
RELATED INITIATIVES	CAPACITY BUILDING	
STATEWIDE BENCHMARKS	Cost to students	
ADDRESSED:		
<u>OBJECTIVE 1:</u>		Increase scholarship awards to students
OUTCOME MEASURE:	Increased affordable access to higher education	
STRATEGY 1:	Re-evaluate and revise scholarship and fellowship criteria	
OUTPUT/EFFICIENCY MEASURES:	The current amount of *scholarship/fellowship dollars	
	The number of current student scholarships/fellowships	
	The number of scholarships/fellowships available to new students	
EXPLANATORY MEASURES:	The amount of external funding available to supplement institutional scholarships/fellowships.	
	The number of eligible students not receiving scholarships/fellowships due to limitations in funding	

**Scholarships/Fellowships include all institutional, state, and external scholarship funding received.*

BUDGETED PROGRAM:	STUDENT SERVICES
FISCAL YEAR:	FY2028
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	STUDENTS FIRST; CAPACITY BUILDING; ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT SUPPORT
STATEWIDE BENCHMARKS	Increase access to quality public higher education.
ADDRESSED:	Increase in the number of graduates who remain in the state to practice
<u>OBJECTIVE 1:</u>	Increase student enrollment
OUTCOME MEASURE:	Provide access to higher education for Mississippi residents
STRATEGY 1:	Target recruitment of Mississippi residents with emphasis on the Delta region
OUTPUT/EFFICIENCY MEASURES:	Number of Mississippi applicants admitted and enrolled. Number of visits to regional high schools, community colleges, and businesses by recruiters as well as applications processed (using state matrix)
EXPLANATORY MEASURES:	Decrease in the population in the region; increase in tuition; increase in room and board
<u>OBJECTIVE 2:</u>	Increase the number of students employed upon graduation, as a result of career services programming
OUTCOME MEASURE:	Increase student exposure to external career opportunities
STRATEGY 1:	Implement opportunities to explore advancement in various career opportunities. Expose students to off-campus career service programming
OUTPUT/EFFICIENCY MEASURES:	Number of students employed upon graduation. Success rate (using Success Report) Number of career opportunity exposures for our students
EXPLANATORY MEASURES:	Cost of travel and transportation availability
<u>OBJECTIVE 3:</u>	Increase the number of career service fairs
OUTCOME MEASURE:	Increase the University's ability to meet human resource needs for the state of Mississippi
STRATEGY 1:	Maintain and diversify the number of career service fairs

OUTPUT/EFFICIENCY MEASURES: The number of graduate and professional school fairs, teacher recruitment fairs, business career fairs, and military career fairs.
Attendance and participation rates

EXPLANATORY MEASURES: Timing of programs.
Number of students enrolled in programs related to the career opportunities

BUDGETED PROGRAM:	INSTITUTIONAL SUPPORT
FISCAL YEAR:	FY2028
GOAL 1:	STRENGTHEN THE INSTITUTIONAL INFRASTRUCTURE
RELATED INITIATIVES	PROFESSIONAL DEVELOPMENT WITH SKILL EXCHANGE; CAPACITY BUILDING; VALLEY TECHNOLOGY FOR THE 22 ND CENTURY; DEFINING COMPENSATION PACKAGE
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
 <u>OBJECTIVE 1:</u> Expand technological enhancements	
OUTCOME MEASURE:	Access to modern teaching and learning facilities
STRATEGY 1:	Develop and implement a comprehensive information technology plan
OUTPUT/EFFICIENCY MEASURES:	Number of smart classrooms completed. Percentage of the campus with wireless access Percentage of workspaces (conference/meeting rooms) with technology upgrades Ratio of smart classrooms/workspaces to non-smart classrooms/workspaces Number of smart classrooms per building
EXPLANATORY MEASURES:	Fiscal and human resource limitations
STRATEGY 2:	Increase the integration of mass media facilities
OUTPUT/EFFICIENCY MEASURES:	Number of facilities (stations, studios, and labs) that are centralized
EFFICIENCY MEASURES:	Cost per facility relocated
EXPLANATORY MEASURES:	Fiscal and space limitations
 <u>OBJECTIVE 2:</u> Increase external funding	
OUTCOME MEASURE:	Increase funding by 5 percent annually
STRATEGY 1:	Identify external sponsors and donors
OUTPUT/EFFICIENCY MEASURES:	Number and dollar amount of grants awarded. Number and dollar amount of donations and gifts. Number of activities supported by external funding
EFFICIENCY MEASURES:	Funding to category ratio
EXPLANATORY MEASURES:	Decrease in availability of external funding; Change in funding priorities
 <u>OBJECTIVE 3:</u> Increase quality assurance efforts	
OUTCOME MEASURE:	Increase access to a quality educational environment
STRATEGY 1:	Prepare faculty and staff for compliance with THE COMMISSION ON COLLEGES AND UNIVERSITIES standards
OUTPUT/EFFICIENCY MEASURES:	Number of information sessions

EXPLANATORY MEASURES: Number of communications
Number and types of resources available on the MVSU'S
"COMMISSION ON COLLEGES AND UNIVERSITIES" website
Number of standards in compliance by the next major review
The amount of funding and human resources allocated for
accreditation activities

GOAL 2: TRANSFORM MVSU INTO AN INNOVATIVE LEARNING ORGANIZATION

RELATED INITIATIVES PROFESSIONAL DEVELOPMENT WITH SKILL EXCHANGE
STATEWIDE BENCHMARKS Student progress; Cost to taxpayers
ADDRESSED:

OBJECTIVE 1: Increase access to planning and management data

OUTCOME MEASURE: Greater access to information pertinent to the University's
operations
STRATEGY 1: Disseminate institutional facts university-wide
OUTPUT/EFFICIENCY MEASURES: Number of data profiles and other documents made available to
the University community
EFFICIENCY MEASURES: Turnaround time for access to institutional information
EXPLANATORY MEASURES: Inadequate staffing and availability of appropriate technology

BUDGETED PROGRAM:	PUBLIC SERVICE
FISCAL YEAR:	FY2028
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	THE VALLEY AND ITS NEIGHBORS; VALLEY CONNECTED' ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT SUPPORT
STATEWIDE BENCHMARKS ADDRESSED:	Graduates in High need disciplines, Quality of Learning Environment
<u>OBJECTIVE 1:</u>	Increase the number of community outreach projects
OUTCOME MEASURE:	Increased access to an improved quality of life for the University community
STRATEGY 1:	Identify the community's needs and develop outreach projects based on those needs
OUTPUT/EFFICIENCY MEASURES:	Number of *outreach projects implemented. Number of people served. Outreach projects to people served ratio
EXPLANATORY MEASURES:	Amount of funding for public service-related programs
<u>OBJECTIVE 2:</u>	Increase the number of service-learning courses and placement sites
OUTCOME MEASURE:	Increase the University's ability to meet human resources needs for the community and state
STRATEGY 1:	Recruit faculty to teach service-learning courses. Recruit community partners for placement sites
OUTPUT/EFFICIENCY MEASURES:	Number of service-learning courses. Number of community service projects Number of placement sites;
EXPLANATORY MEASURES:	Lack of transportation to placement sites
*Outreach projects include IETP, Community service, Gear Up, Bioinformatics, Boys and Girls Club, Book Clubs, Mental Wellness Programs for Incarcerated Individuals, etc.	

BUDGETED PROGRAM:	OPERATION AND MAINTENANCE
FISCAL YEAR:	FY2028
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	FACILITIES IMPROVEMENTS; CAMPUS ACCESSIBILITY; LIFE-SAFETY & CODE COMPLIANCE; DEFERRED MAINTENANCE REDUCTION
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u>	Strengthen facility quality and compliance through annual ADA improvements, life-safety/code upgrades, and targeted deferred maintenance reduction
OUTCOME MEASURE:	Increased access to facilities that meet ADA, life-safety, and building code standards while reducing deferred maintenance backlog
STRATEGY 1:	Implement annual ADA upgrades, life-safety improvements, and corrective repairs addressing high-priority deferred maintenance items
OUTPUT/EFFICIENCY MEASURES:	Number of ADA improvements completed Number of deferred maintenance items corrected Documented compliance with life-safety and building code requirements Number of facilities receiving system upgrades Continued renovations of existing facilities
EXPLANATORY MEASURES:	Cost of architectural/engineering services and construction materials
<u>OBJECTIVE 2:</u>	Advance the IHL-required Preventive Maintenance Plan to reduce deferred maintenance and improve system reliability
OUTCOME MEASURE:	Improved reliability and performance of building systems and reduced deferred maintenance backlog
STRATEGY 1:	Implement scheduled preventive maintenance for HVAC, electrical, plumbing, roofing, and structural systems
OUTPUT/EFFICIENCY MEASURES:	Number of PM tasks completed vs. scheduled Reduction in emergency work orders Number of deferred maintenance items prevented or eliminated Percentage of buildings with updated PM schedules
EXPLANATORY MEASURES:	Cost of PM implementation and system assessments

FY2029

BUDGETED PROGRAM:		INSTRUCTION
FISCAL YEAR:		FY2029
GOAL 1:		ENHANCE AND STRENGTHEN ACADEMICS IN THE UNIVERSITY
RELATED INITIATIVES		ACADEMIC EXCELLENCE AND STRENGTHENING ACADEMIC SUPPORT; STEM-U-LATE; CELEBRATING THE DELTA DEVILS ATHLETIC EXPERIENCE
STATEWIDE BENCHMARKS ADDRESSED:		Quality of Learning Environment, Student Progress, Student Graduation Rates, Graduates in High Need Disciplines
<u>OBJECTIVE 1:</u>		Increase the percentage of faculty with terminal degrees
OUTCOME MEASURE:		Increased access to a quality learning environment
STRATEGY 1:		Hire faculty with terminal degrees in unfilled positions
OUTPUT/EFFICIENCY MEASURES:		Percentage of full-time faculty with terminal degrees. Number of newly hired faculty with terminal degrees Average salary for newly hired faculty with terminal degrees
EXPLANATORY MEASURES:		Geographic location of university in a rural community. Starting salaries are below national average.
STRATEGY 2:		Provide professional development opportunities to current faculty without terminal degrees
OUTPUT/EFFICIENCY MEASURES:		Number and percentage of faculty with terminal degrees Number and percentage of faculty receiving faculty development funding to obtain a terminal degree in a related discipline
EXPLANATORY MEASURES:		Cost to support faculty without terminal degrees in obtaining terminal degrees
<u>OBJECTIVE 2:</u>		Increase student retention
OUTCOME MEASURE:		Increased student progress toward degree attainment
STRATEGY 1:		Implement an aggressive student tracking system that proactively identifies and resolves students' barriers to re-enrollment
OUTPUT/EFFICIENCY MEASURES:		Number of first-time freshmen enrolled. Number and percent of first-time freshmen returned. Number of continuing students enrolled. Number and percent of eligible continuing students returned. Student expenditure per FTE student
EXPLANATORY MEASURES:		Number of students reporting personal and social barriers to retention that are beyond the control of the institution
<u>OBJECTIVE 3:</u>		Improve student success rates in intermediate courses and credit hour attainment
STRATEGY 1:		Enhance and strengthen tutoring and academic support strategies to achieve statewide benchmarks for student progress in intermediate courses and credit hour attainment

OUTPUT/EFFICIENCY MEASURES: Percentage of fall intermediate math students completing the course within 2 years.
Percentage of fall intermediate reading students completing the course within 2 years.
Cost of intermediate courses
Percentage of full-time students completing 24 credit hours in one academic year
Percentage of part-time students completing 12 credit hours in one year
EXPLANATORY MEASURES: Academic preparation of students before enrolling

OBJECTIVE 4: Increase total degrees conferred and graduation rates

STRATEGY 1: Strengthen advising and academic support strategies that maximize students' abilities to complete degree program requirements
OUTPUT/EFFICIENCY MEASURES: Number of degrees conferred.
Number of degrees conferred to students entering college at age 23 or older.
Number of undergraduate and graduate degrees conferred in STEM and Education programs.
Number of students taking the PRAXIS II exam and percentage passing
6-Year graduation rate for first-time freshmen
Percent of graduate degree students completing graduate degree in 3 years
EXPLANATORY MEASURES: Individual students' challenges outside of higher education.
Individual students' interest in STEM and Education programs
STRATEGY 2: Increase information literacy instruction
OUTPUT/EFFICIENCY MEASURES: The number of students receiving information literacy instruction.
The number of courses with information literacy embedded in the course
EXPLANATORY MEASURES: The number of library staff available to conduct information literacy sessions

OBJECTIVE 5: Increase enrollment in high need disciplines

OUTCOME MEASURE: Increased access to degree programs in high-needs disciplines
STRATEGY 1: Supplement current recruitment efforts with additional recruitment by faculty and staff in STEM programs
OUTPUT/EFFICIENCY MEASURES: Number of students enrolled in STEM programs.
Number of students enrolled in Education programs
EXPLANATORY MEASURES: The number of potential STEM majors from feeder high schools

OBJECTIVE 6: Increase the number of accredited academic programs

OUTCOME MEASURE: Increased access to a quality learning environment

STRATEGY 1: Require academic programs to seek and/or maintain program accreditation

OUTPUT/EFFICIENCY MEASURES: The number of accredited academic programs.
The percentage of accredited programs

EXPLANATORY MEASURES: Cost of seeking program accreditation.
Lack of faculty and required resources

BUDGETED PROGRAM:	ACADEMIC SUPPORT
FISCAL YEAR:	FY2029
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	STEM-U-LATE; POWER OF ONE; PARTNERSHIP FOR RESEARCH
STATEWIDE BENCHMARKS	Quality of Learning Environment, College Readiness, Student
ADDRESSED:	Progress
<u>OBJECTIVE 1:</u>	Increase the number of students involved in discipline-specific, professional activities
OUTCOME MEASURE:	Improve the quality of the learning environment
STRATEGY 1:	Provide opportunities for faculty/student collaborative projects
OUTPUT/EFFICIENCY MEASURES:	The number of collaborative faculty and students' projects in the discipline;
EXPLANATORY MEASURES:	Accessibility of project sites; Cost of projects
STRATEGY 2:	Increase number of students attending professional conferences
OUTPUT/EFFICIENCY MEASURES:	The number of students presenting a paper, a panel, posters, or attending professional conferences.
	The number of students participating in performances and exhibitions
EXPLANATORY MEASURES:	Cost of sending students to conferences.
	Cost of hosting professional conferences at MVSU
STRATEGY 3:	Involve students with activities that offer "real-world" experiences in their chosen discipline
OUTPUT/EFFICIENCY MEASURES:	The number of students participating in internships.
	Percentage of degree programs offering internships
EXPLANATORY MEASURES:	Paid versus unpaid internship.
	Accessibility of internship sites

BUDGETED PROGRAM:	SCHOLARSHIPS AND FELLOWSHIPS
FISCAL YEAR:	FY2029
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Cost to students
<u>OBJECTIVE 1:</u> Increase scholarship awards to students	
OUTCOME MEASURE:	Increased affordable access to higher education
STRATEGY 1:	Re-evaluate and revise scholarship and fellowship criteria
OUTPUT/EFFICIENCY MEASURES:	The current amount of *scholarship/fellowship dollars The number of current student scholarships/fellowships The number of scholarships/fellowships available to new students
EXPLANATORY MEASURES:	The amount of external funding available to supplement institutional scholarships/fellowships. The number of eligible students not receiving scholarships/fellowships due to limitations in funding

**Scholarships/Fellowships include all institutional, state, and external scholarship funding received.*

BUDGETED PROGRAM:	STUDENT SERVICES
FISCAL YEAR:	FY2029
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Increase access to quality public higher education. Increase in the number of graduates who remain in the state to practice
<u>OBJECTIVE 1:</u>	Increase student enrollment
OUTCOME MEASURE:	Provide access to higher education for Mississippi residents
STRATEGY 1:	Target recruitment of Mississippi residents with emphasis on the Delta region
OUTPUT/EFFICIENCY MEASURES:	Number of Mississippi applicants admitted and enrolled. Number of visits to regional high schools, community colleges, and businesses by recruiters as well as applications processed (using state matrix)
EXPLANATORY MEASURES:	Decrease in the population in the region; increase in tuition; increase in room and board
<u>OBJECTIVE 2:</u>	Increase the number of students employed upon graduation, as a result of career services programming
OUTCOME MEASURE:	Increase student exposure to external career opportunities
STRATEGY 1:	Implement opportunities to explore advancement in various career opportunities. Expose students to off-campus career service programming
OUTPUT/EFFICIENCY MEASURES:	Number of students employed upon graduation. Success rate (using Success Report) Number of career opportunity exposures for our students
EXPLANATORY MEASURES:	Cost of travel and transportation availability
<u>OBJECTIVE 3:</u>	Increase the number of career service fairs
OUTCOME MEASURE:	Increase the University's ability to meet human resource needs for the state of Mississippi
STRATEGY 1:	Maintain and diversify the number of career service fairs
OUTPUT/EFFICIENCY MEASURES:	The number of graduate and professional school fairs, teacher recruitment fairs, business career fairs, and military career fairs. Attendance and participation rates

EXPLANATORY MEASURES: Timing of programs.
Number of students enrolled in programs related to the career
opportunities

BUDGETED PROGRAM:	INSTITUTIONAL SUPPORT
FISCAL YEAR:	FY2029
GOAL 1:	STRENGTHEN THE INSTITUTIONAL INFRASTRUCTURE
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u>	Expand technological enhancements
OUTCOME MEASURE:	Access to modern teaching and learning facilities
STRATEGY 1:	Develop and implement a comprehensive information technology plan
OUTPUT/EFFICIENCY MEASURES:	Number of smart classrooms completed. Percentage of the campus with wireless access Percentage of workspaces (conference/meeting rooms) with technology upgrades Ratio of smart classrooms/workspaces to non-smart classrooms/workspaces Number of smart classrooms per building
EXPLANATORY MEASURES:	Fiscal and human resource limitations
STRATEGY 2:	Increase the integration of mass media facilities
OUTPUT/EFFICIENCY MEASURES:	Number of facilities (stations, studios, and labs) that are centralized
EFFICIENCY MEASURES:	Cost per facility relocated
EXPLANATORY MEASURES:	Fiscal and space limitations
<u>OBJECTIVE 2:</u>	Increase external funding
OUTCOME MEASURE:	Increase funding by 5 percent annually
STRATEGY 1:	Identify external sponsors and donors
OUTPUT/EFFICIENCY MEASURES:	Number and dollar amount of grants awarded. Number and dollar amount of donations and gifts. Number of activities supported by external funding
EFFICIENCY MEASURES:	Funding to category ratio
EXPLANATORY MEASURES:	Decrease in availability of external funding; Change in funding priorities
<u>OBJECTIVE 3:</u>	Increase quality assurance efforts
OUTCOME MEASURE:	Increase access to a quality educational environment
STRATEGY 1:	Prepare faculty and staff for compliance with THE COMMISSION ON COLLEGES AND UNIVERSITIES standards
OUTPUT/EFFICIENCY MEASURES:	Number of information sessions Number of communications

EXPLANATORY MEASURES: Number and types of resources available on the MVSU'S "COMMISSION ON COLLEGES AND UNIVERSITIES" website
Number of standards in compliance by the next major review
The amount of funding and human resources allocated for accreditation activities

GOAL 2: TRANSFORM MVSU INTO AN INNOVATIVE LEARNING ORGANIZATION

STATEWIDE BENCHMARKS ADDRESSED: Student progress; Cost to taxpayers

OBJECTIVE 1: Increase access to planning and management data

OUTCOME MEASURE: Greater access to information pertinent to the University's operations
STRATEGY 1: Disseminate institutional facts university-wide
OUTPUT/EFFICIENCY MEASURES: Number of data profiles and other documents made available to the University community
EFFICIENCY MEASURES: Turnaround time for access to institutional information
EXPLANATORY MEASURES: Inadequate staffing and availability of appropriate technology

BUDGETED PROGRAM:	PUBLIC SERVICE
FISCAL YEAR:	FY2029
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Graduates in High need disciplines, Quality of Learning Environment
<u>OBJECTIVE 1:</u>	Increase the number of community outreach projects
OUTCOME MEASURE:	Increased access to an improved quality of life for the University community
STRATEGY 1:	Identify the community's needs and develop outreach projects based on those needs
OUTPUT/EFFICIENCY MEASURES:	Number of *outreach projects implemented. Number of people served. Outreach projects to people served ratio
EXPLANATORY MEASURES:	Amount of funding for public service-related programs
<u>OBJECTIVE 2:</u>	Increase the number of service-learning courses and placement sites
OUTCOME MEASURE:	Increase the University's ability to meet human resources needs for the community and state
STRATEGY 1:	Recruit faculty to teach service-learning courses. Recruit community partners for placement sites
OUTPUT/EFFICIENCY MEASURES:	Number of service-learning courses. Number of community service projects Number of placement sites;
EXPLANATORY MEASURES:	Lack of transportation to placement sites

*Outreach projects include IETP, Community service, Healthy Minds, Gear Up, Bioinformatics, Valley in Motion, Boys and Girls Club, Child Development Center, Book Clubs, Mental Well-being Programs for Incarcerate Individuals, etc.

BUDGETED PROGRAM:	OPERATION AND MAINTENANCE
FISCAL YEAR:	FY2029
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u>	Advance construction design and administration for capital, renovation, ADA, and deferred-maintenance-related projects
OUTCOME MEASURE:	Timely, compliant, and cost-effective delivery of construction and renovation projects
STRATEGY 1:	Provide project planning, design review, and construction oversight for renovation, ADA, infrastructure, and deferred maintenance initiatives
OUTPUT/EFFICIENCY MEASURES:	Number of projects completed on schedule Number of ADA design elements incorporated Number of deferred maintenance items addressed through renovation Number of design reviews conducted Percentage of projects delivered within budget
EXPLANATORY MEASURES:	Cost of architectural/engineering services and construction materials
<u>OBJECTIVE 2:</u>	Improve campus aesthetics, accessibility, infrastructure, and deferred maintenance conditions
OUTCOME MEASURE:	More attractive, functional, accessible, and well-maintained campus environment
STRATEGY 1:	Implement targeted improvements to building exteriors, communal areas, ADA routes, infrastructure systems, and deferred maintenance priorities
OUTPUT/EFFICIENCY MEASURES:	Number of ADA improvements completed Number of aesthetic upgrades completed Number of deferred maintenance items corrected Number of infrastructure repairs or enhancements Square footage of improved campus areas
EXPLANATORY MEASURES:	Cost of materials, contractor services, and infrastructure improvements

FY2030

BUDGETED PROGRAM:		INSTRUCTION
FISCAL YEAR:		FY2030
GOAL 1:		ENHANCE AND STRENGTHEN ACADEMICS IN THE UNIVERSITY
RELATED INITIATIVES		ACADEMIC EXCELLENCE AND STRENGTHENING ACADEMIC SUPPORT; STEM-U-LATE; CELEBRATING THE DELTA DEVILS ATHLETIC EXPERIENCE
STATEWIDE BENCHMARKS ADDRESSED:		Quality of Learning Environment, Student Progress, Student Graduation Rates, Graduates in High Need Disciplines
<u>OBJECTIVE 1:</u> Increase the percentage of faculty with terminal degrees		
OUTCOME MEASURE:		Increased access to a quality learning environment
STRATEGY 1:		Hire faculty with terminal degrees in unfilled positions
OUTPUT/EFFICIENCY MEASURES:		Percentage of full-time faculty with terminal degrees. Number of newly hired faculty with terminal degrees Average salary for newly hired faculty with terminal degrees
EXPLANATORY MEASURES:		Geographic location of university in a rural community. Starting salaries are below national average.
STRATEGY 2:		Provide professional development opportunities to current faculty without terminal degrees
OUTPUT/EFFICIENCY MEASURES:		Number and percentage of faculty with terminal degrees Number and percentage of faculty receiving faculty development funding to obtain a terminal degree in a related discipline
EXPLANATORY MEASURES:		Cost to support faculty without terminal degrees in obtaining terminal degrees
<u>OBJECTIVE 2:</u> Increase student retention		
OUTCOME MEASURE:		Increased student progress toward degree attainment
STRATEGY 1:		Implement an aggressive student tracking system that proactively identifies and resolves students' barriers to re-enrollment
OUTPUT/EFFICIENCY MEASURES:		Number of first-time freshmen enrolled. Number and percent of first-time freshmen returned. Number of continuing students enrolled. Number and percent of eligible continuing students returned. Student expenditure per FTE student
EXPLANATORY MEASURES:		Number of students reporting personal and social barriers to retention that are beyond the control of the institution
<u>OBJECTIVE 3:</u> Improve student success rates in intermediate courses and credit hour attainment		
STRATEGY 1:		Enhance and strengthen tutoring and academic support strategies to achieve statewide benchmarks for student progress in intermediate courses and credit hour attainment

OUTPUT/EFFICIENCY MEASURES: Percentage of fall intermediate math students completing the course within 2 years
Percentage of fall intermediate reading students completing the course within 2 years.
Cost of intermediate courses
Percentage of full-time students completing 24 credit hours in one academic year
Percentage of part-time students completing 12 credit hours in one year
EXPLANATORY MEASURES: Academic preparation of students before enrolling

OBJECTIVE 4: Increase total degrees conferred and graduation rates

STRATEGY 1: Strengthen advising and academic support strategies that maximize students' abilities to complete degree program requirements
OUTPUT/EFFICIENCY MEASURES: Number of degrees conferred.
Number of degrees conferred to students entering college at age 23 or older.
Number of undergraduate and graduate degrees conferred in STEM and Education programs.
Number of students taking the PRAXIS II exam and percentage passing
6-Year graduation rate for first-time freshmen
Percent of graduate degree students completing graduate degree in 3 years
EXPLANATORY MEASURES: Individual students' challenges outside of higher education.
Individual students' interest in STEM and Education programs
STRATEGY 2: Increase information literacy instruction
OUTPUT/EFFICIENCY MEASURES: The number of students receiving information literacy instruction.
The number of courses with information literacy embedded in the course
EXPLANATORY MEASURES: The number of library staff available to conduct information literacy sessions

OBJECTIVE 5: Increase enrollment in high need disciplines

OUTCOME MEASURE: Increased access to degree programs in high-needs disciplines
STRATEGY 1: Supplement current recruitment efforts with additional recruitment by faculty and staff in STEM programs
OUTPUT/EFFICIENCY MEASURES: Number of students enrolled in STEM programs.
Number of students enrolled in Education programs
EXPLANATORY MEASURES: The number of potential STEM majors from feeder high schools

OBJECTIVE 6: Increase the number of accredited academic programs

OUTCOME MEASURE: Increased access to a quality learning environment

STRATEGY 1: Require academic programs to seek and/or maintain program accreditation

OUTPUT/EFFICIENCY MEASURES: The number of accredited academic programs.
The percentage of accredited programs

EXPLANATORY MEASURES: Cost of seeking program accreditation.
Lack of faculty and required resources

BUDGETED PROGRAM:	ACADEMIC SUPPORT
FISCAL YEAR:	FY2030
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	STEM-U-LATE; POWER OF ONE; PARTNERSHIP FOR RESEARCH
STATEWIDE BENCHMARKS	Quality of Learning Environment, College Readiness, Student Progress
ADDRESSED:	
<u>OBJECTIVE 1:</u>	Increase the number of students involved in discipline-specific, professional activities
OUTCOME MEASURE:	Improve the quality of the learning environment
STRATEGY 1:	Provide opportunities for faculty/student collaborative projects
OUTPUT/EFFICIENCY MEASURES:	The number of collaborative faculty and students' projects in the discipline;
EXPLANATORY MEASURES:	Accessibility of project sites; Cost of projects
STRATEGY 2:	Increase number of students attending professional conferences
OUTPUT/EFFICIENCY MEASURES:	The number of students presenting a paper, a panel, posters, or attending professional conferences
	The number of students participating in performances and exhibitions
EXPLANATORY MEASURES:	Cost of sending students to conferences.
	Cost of hosting professional conferences at MVSU
STRATEGY 3:	Involve students with activities that offer "real-world" experiences in their chosen discipline
OUTPUT/EFFICIENCY MEASURES:	The number of students participating in internships.
	Percentage of degree programs offering internships
EXPLANATORY MEASURES:	Paid versus unpaid internship.
	Accessibility of internship sites

BUDGETED PROGRAM:	SCHOLARSHIPS AND FELLOWSHIPS
FISCAL YEAR:	FY2030
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Cost to students
<u>OBJECTIVE 1:</u> Increase scholarship awards to students	
OUTCOME MEASURE:	Increased affordable access to higher education
STRATEGY 1:	Re-evaluate and revise scholarship and fellowship criteria
OUTPUT/EFFICIENCY MEASURES:	The current amount of *scholarship/fellowship dollars The number of current student scholarships/fellowships The number of scholarships/fellowships available to new students
EXPLANATORY MEASURES:	The amount of external funding available to supplement institutional scholarships/fellowships. The number of eligible students not receiving scholarships/fellowships due to limitations in funding

*Scholarships/Fellowships include all institutional, state, and external scholarship funding received.

BUDGETED PROGRAM:	STUDENT SERVICES
FISCAL YEAR:	FY2030
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Increase access to quality public higher education. Increase in the number of graduates who remain in the state to practice
<u>OBJECTIVE 1:</u>	Increase student enrollment
OUTCOME MEASURE:	Provide access to higher education for Mississippi residents
STRATEGY 1:	Target recruitment of Mississippi residents with emphasis on the Delta region
OUTPUT/EFFICIENCY MEASURES:	Number of Mississippi applicants admitted and enrolled. Number of visits to regional high schools, community colleges, and businesses by recruiters as well as applications processed (using state matrix)
EXPLANATORY MEASURES:	Decrease in the population in the region; increase in tuition; increase in room and board
<u>OBJECTIVE 2:</u>	Increase the number of students employed upon graduation, as a result of career services programming
OUTCOME MEASURE:	Increase student exposure to external career opportunities
STRATEGY 1:	Implement opportunities to explore advancement in various career opportunities. Expose students to off-campus career service programming
OUTPUT/EFFICIENCY MEASURES:	Number of students employed upon graduation. Success rate (using Success Report) Number of career opportunity exposures for our students
EXPLANATORY MEASURES:	Cost of travel and transportation availability
<u>OBJECTIVE 3:</u>	Increase the number of career service fairs
OUTCOME MEASURE:	Increase the University's ability to meet human resource needs for the state of Mississippi
STRATEGY 1:	Maintain and diversify the number of career service fairs
OUTPUT/EFFICIENCY MEASURES:	The number of graduate and professional school fairs, teacher recruitment fairs, business career fairs, and military career fairs. Attendance and participation rates

EXPLANATORY MEASURES: Timing of programs.
Number of students enrolled in programs related to the career
opportunities

BUDGETED PROGRAM:	INSTITUTIONAL SUPPORT
FISCAL YEAR:	FY2030
GOAL 1:	STRENGTHEN THE INSTITUTIONAL INFRASTRUCTURE
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u> Expand technological enhancements	
OUTCOME MEASURE:	Access to modern teaching and learning facilities
STRATEGY 1:	Develop and implement a comprehensive information technology plan
OUTPUT/EFFICIENCY MEASURES:	Number of smart classrooms completed. Percentage of the campus with wireless access Percentage of workspaces (conference/meeting rooms) with technology upgrades Ratio of smart classrooms/workspaces to non-smart classrooms/workspaces Number of smart classrooms per building
EXPLANATORY MEASURES:	Fiscal and human resource limitations
STRATEGY 2:	Increase the integration of mass media facilities
OUTPUT/EFFICIENCY MEASURES:	Number of facilities (stations, studios, and labs) that are centralized
EFFICIENCY MEASURES:	Cost per facility relocated
EXPLANATORY MEASURES:	Fiscal and space limitations
<u>OBJECTIVE 2:</u> Increase external funding	
OUTCOME MEASURE:	Increase funding by 5 percent annually
STRATEGY 1:	Identify external sponsors and donors
OUTPUT/EFFICIENCY MEASURES:	Number and dollar amount of grants awarded. Number and dollar amount of donations and gifts. Number of activities supported by external funding
EFFICIENCY MEASURES:	Funding to category ratio
EXPLANATORY MEASURES:	Decrease in availability of external funding; Change in funding priorities
<u>OBJECTIVE 3:</u> Increase quality assurance efforts	
OUTCOME MEASURE:	Increase access to a quality educational environment
STRATEGY 1:	Prepare faculty and staff for compliance with THE COMMISSION ON COLLEGES AND UNIVERSITIES standards
OUTPUT/EFFICIENCY MEASURES:	Number of information sessions Number of communications

EXPLANATORY MEASURES: Number and types of resources available on the MVSU'S "COMMISSION ON COLLEGES AND UNIVERSITIES" website
Number of standards in compliance by the next major review
The amount of funding and human resources allocated for accreditation activities

GOAL 2: TRANSFORM MVSU INTO AN INNOVATIVE LEARNING ORGANIZATION

STATEWIDE BENCHMARKS ADDRESSED: Student progress; Cost to taxpayers

OBJECTIVE 1: Increase access to planning and management data

OUTCOME MEASURE: Greater access to information pertinent to the University's operations
STRATEGY 1: Disseminate institutional facts university-wide
OUTPUT/EFFICIENCY MEASURES: Number of data profiles and other documents made available to the University community
EFFICIENCY MEASURES: Turnaround time for access to institutional information
EXPLANATORY MEASURES: Inadequate staffing and availability of appropriate technology

BUDGETED PROGRAM:	PUBLIC SERVICE
FISCAL YEAR:	FY2030
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Graduates in High need disciplines, Quality of Learning Environment
<u>OBJECTIVE 1:</u>	Increase the number of community outreach projects
OUTCOME MEASURE:	Increased access to an improved quality of life for the University community
STRATEGY 1:	Identify the community's needs and develop outreach projects based on those needs
OUTPUT/EFFICIENCY MEASURES:	Number of *outreach projects implemented. Number of people served. Outreach projects to people served ratio
EXPLANATORY MEASURES:	Amount of funding for public service-related programs
<u>OBJECTIVE 2:</u>	Increase the number of service-learning courses and placement sites
OUTCOME MEASURE:	Increase the University's ability to meet human resources needs for the community and state
STRATEGY 1:	Recruit faculty to teach service-learning courses. Recruit community partners for placement sites
OUTPUT/EFFICIENCY MEASURES:	Number of service-learning courses. Number of community service projects Number of placement sites;
EXPLANATORY MEASURES:	Lack of transportation to placement sites

*Outreach projects include IETP, Community service, Gear Up, Bioinformatics, Boys and Girls Club, Book Clubs, Mental Wellness Programs for Incarcerated Individuals, etc.

BUDGETED PROGRAM:	OPERATION AND MAINTENANCE
FISCAL YEAR:	FY2030
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u>	Ensure all campus facilities meet life-safety, ADA, and code requirements while reducing deferred maintenance
OUTCOME MEASURE:	Increased compliance with state and federal building standards and reduced deferred maintenance backlog
STRATEGY 1:	Conduct scheduled inspections and implement corrective actions for life-safety, ADA, and deferred maintenance needs
OUTPUT/EFFICIENCY MEASURES:	Number of ADA upgrades completed Number of deferred maintenance items corrected Number of inspections completed Number of corrective actions implemented Updated emergency and ADA signage and accessible routes
EXPLANATORY MEASURES:	Cost of inspections, repairs, and compliance documentation
<u>OBJECTIVE 2:</u>	Continue campus aesthetics, accessibility, infrastructure, and deferred maintenance improvements
OUTCOME MEASURE:	Enhanced campus appearance and improved functionality of outdoor and indoor spaces
STRATEGY 1:	Implement phased improvements to landscaping, lighting, walkways, ADA routes, building exteriors, and deferred maintenance priorities
OUTPUT/EFFICIENCY MEASURES:	Number of ADA improvements completed Number of aesthetic projects completed Number of deferred maintenance items corrected Number of infrastructure upgrades Square footage of improved campus areas
EXPLANATORY MEASURES:	Cost of materials and contractor services

FY2031

BUDGETED PROGRAM:		INSTRUCTION
FISCAL YEAR:		FY2031
GOAL 1:		ENHANCE AND STRENGTHEN ACADEMICS IN THE UNIVERSITY
RELATED INITIATIVES		ACADEMIC EXCELLENCE AND STRENGTHENING ACADEMIC SUPPORT; STEM-U-LATE; CELEBRATING THE DELTA DEVILS ATHLETIC EXPERIENCE
STATEWIDE BENCHMARKS ADDRESSED:		Quality of Learning Environment, Student Progress, Student Graduation Rates, Graduates in High Need Disciplines
<u>OBJECTIVE 1:</u> Increase the percentage of faculty with terminal degrees		
OUTCOME MEASURE:		Increased access to a quality learning environment
STRATEGY 1:		Hire faculty with terminal degrees in unfilled positions
OUTPUT/EFFICIENCY MEASURES:		Percentage of full-time faculty with terminal degrees. Number of newly hired faculty with terminal degrees Average salary for newly hired faculty with terminal degrees
EXPLANATORY MEASURES:		Geographic location of university in a rural community. Starting salaries are below national average.
STRATEGY 2:		Provide professional development opportunities to current faculty without terminal degrees
OUTPUT/EFFICIENCY MEASURES:		Number and percentage of faculty with terminal degrees Number and percentage of faculty receiving faculty development funding to obtain a terminal degree in a related discipline
EXPLANATORY MEASURES:		Cost to support faculty without terminal degrees in obtaining terminal degrees
<u>OBJECTIVE 2:</u> Increase student retention		
OUTCOME MEASURE:		Increased student progress toward degree attainment
STRATEGY 1:		Implement an aggressive student tracking system that proactively identifies and resolves students' barriers to re-enrollment
OUTPUT/EFFICIENCY MEASURES:		Number of first-time freshmen enrolled. Number and percent of first-time freshmen returned. Number of continuing students enrolled. Number and percent of eligible continuing students returned. Student expenditure per FTE student
EXPLANATORY MEASURES:		Number of students reporting personal and social barriers to retention that are beyond the control of the institution
<u>OBJECTIVE 3:</u> Improve student success rates in intermediate courses and credit hour attainment		
STRATEGY 1:		Enhance and strengthen tutoring and academic support strategies to achieve statewide benchmarks for student progress in intermediate courses and credit hour attainment

OUTPUT/EFFICIENCY MEASURES: Percentage of fall intermediate math students completing the course within 2 years.
Percentage of fall intermediate reading students completing the course within 2 years.
Cost of intermediate courses
Percentage of full-time students completing 24 credit hours in one academic year
Percentage of part-time students completing 12 credit hours in one year
EXPLANATORY MEASURES: Academic preparation of students before enrolling

OBJECTIVE 4: Increase total degrees conferred and graduation rates

STRATEGY 1: Strengthen advising and academic support strategies that maximize students' abilities to complete degree program requirements
OUTPUT/EFFICIENCY MEASURES: Number of degrees conferred.
Number of degrees conferred to students entering college at age 23 or older.
Number of undergraduate and graduate degrees conferred in STEM and Education programs.
Number of students taking the PRAXIS II exam and percentage passing
6-Year graduation rate for first-time freshmen
Percent of graduate degree students completing graduate degree in 3 years
EXPLANATORY MEASURES: Individual students' challenges outside of higher education.
Individual students' interest in STEM and Education programs
STRATEGY 2: Increase information literacy instruction
OUTPUT/EFFICIENCY MEASURES: The number of students receiving information literacy instruction.
The number of courses with information literacy embedded in the course
EXPLANATORY MEASURES: The number of library staff available to conduct information literacy sessions

OBJECTIVE 5: Increase enrollment in high need disciplines

OUTCOME MEASURE: Increased access to degree programs in high-needs disciplines
STRATEGY 1: Supplement current recruitment efforts with additional recruitment by faculty and staff in STEM programs
OUTPUT/EFFICIENCY MEASURES: Number of students enrolled in STEM programs.
Number of students enrolled in Education programs
EXPLANATORY MEASURES: The number of potential STEM majors from feeder high schools

OBJECTIVE 6: Increase the number of accredited academic programs

OUTCOME MEASURE: Increased access to a quality learning environment

STRATEGY 1: Require academic programs to seek and/or maintain program accreditation

OUTPUT/EFFICIENCY MEASURES: The number of accredited academic programs.
The percentage of accredited programs

EXPLANATORY MEASURES: Cost of seeking program accreditation.
Lack of faculty and required resources

BUDGETED PROGRAM:	ACADEMIC SUPPORT
FISCAL YEAR:	FY2031
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	STEM-U-LATE; POWER OF ONE; PARTNERSHIP FOR RESEARCH
STATEWIDE BENCHMARKS	Quality of Learning Environment, College Readiness, Student
ADDRESSED:	Progress
<u>OBJECTIVE 1:</u>	Increase the number of students involved in discipline-specific, professional activities
OUTCOME MEASURE:	Improve the quality of the learning environment
STRATEGY 1:	Provide opportunities for faculty/student collaborative projects
OUTPUT/EFFICIENCY MEASURES:	The number of collaborative faculty and students' projects in the discipline;
EXPLANATORY MEASURES:	Accessibility of project sites; Cost of projects
STRATEGY 2:	Increase number of students attending professional conferences
OUTPUT/EFFICIENCY MEASURES:	The number of students presenting a paper, a panel, posters, or attending professional conferences.
	The number of students participating in performances and exhibitions
EXPLANATORY MEASURES:	Cost of sending students to conferences.
	Cost of hosting professional conferences at MVSU
STRATEGY 3:	Involve students with activities that offer "real-world" experiences in their chosen discipline
OUTPUT/EFFICIENCY MEASURES:	The number of students participating in internships.
	Percentage of degree programs offering internships
EXPLANATORY MEASURES:	Paid versus unpaid internship.
	Accessibility of internship sites

BUDGETED PROGRAM:	SCHOLARSHIPS AND FELLOWSHIPS
FISCAL YEAR:	FY2031
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Cost to students
<u>OBJECTIVE 1:</u> Increase scholarship awards to students	
OUTCOME MEASURE:	Increased affordable access to higher education
STRATEGY 1:	Re-evaluate and revise scholarship and fellowship criteria
OUTPUT/EFFICIENCY MEASURES:	The current amount of *scholarship/fellowship dollars The number of current student scholarships/fellowships The number of scholarships/fellowships available to new students
EXPLANATORY MEASURES:	The amount of external funding available to supplement institutional scholarships/fellowships. The number of eligible students not receiving scholarships/fellowships due to limitations in funding

**Scholarships/Fellowships include all institutional, state, and external scholarship funding received.*

BUDGETED PROGRAM:	STUDENT SERVICES
FISCAL YEAR:	FY2031
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Increase access to quality public higher education. Increase in the number of graduates who remain in the state to practice
<u>OBJECTIVE 1:</u>	Increase student enrollment
OUTCOME MEASURE:	Provide access to higher education for Mississippi residents
STRATEGY 1:	Target recruitment of Mississippi residents with emphasis on the Delta region
OUTPUT/EFFICIENCY MEASURES:	Number of Mississippi applicants admitted and enrolled. Number of visits to regional high schools, community colleges, and businesses by recruiters as well as applications processed (using state matrix)
EXPLANATORY MEASURES:	Decrease in the population in the region; increase in tuition; increase in room and board
<u>OBJECTIVE 2:</u>	Increase the number of students employed upon graduation, because of career services programming
OUTCOME MEASURE:	Increase student exposure to external career opportunities
STRATEGY 1:	Implement opportunities to explore advancement in various career opportunities. Expose students to off-campus career service programming
OUTPUT/EFFICIENCY MEASURES:	Number of students employed upon graduation. Success rate (using Success Report) Number of career opportunity exposures for our students
EXPLANATORY MEASURES:	Cost of travel and transportation availability
<u>OBJECTIVE 3:</u>	Increase the number of career service fairs
OUTCOME MEASURE:	Increase the University's ability to meet human resource needs for the state of Mississippi
STRATEGY 1:	Maintain and diversify the number of career service fairs
OUTPUT/EFFICIENCY MEASURES:	The number of graduate and professional school fairs, teacher recruitment fairs, business career fairs, and military career fairs.

EXPLANATORY MEASURES: Attendance and participation rates
Timing of programs.
Number of students enrolled in programs related to the career opportunities

BUDGETED PROGRAM:	INSTITUTIONAL SUPPORT
FISCAL YEAR:	FY2031
GOAL 1:	STRENGTHEN THE INSTITUTIONAL INFRASTRUCTURE
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u> Expand technological enhancements	
OUTCOME MEASURE:	Access to modern teaching and learning facilities
STRATEGY 1:	Develop and implement a comprehensive information technology plan
OUTPUT/EFFICIENCY MEASURES:	Number of smart classrooms completed. Percentage of the campus with wireless access Percentage of workspaces (conference/meeting rooms) with technology upgrades Ratio of smart classrooms/workspaces to non-smart classrooms/workspaces Number of smart classrooms per building
EXPLANATORY MEASURES:	Fiscal and human resource limitations
STRATEGY 2:	Increase the integration of mass media facilities
OUTPUT/EFFICIENCY MEASURES:	Number of facilities (stations, studios, and labs) that are centralized
EFFICIENCY MEASURES:	Cost per facility relocated
EXPLANATORY MEASURES:	Fiscal and space limitations
<u>OBJECTIVE 2:</u> Increase external funding	
OUTCOME MEASURE:	Increase funding by 5 percent annually
STRATEGY 1:	Identify external sponsors and donors
OUTPUT/EFFICIENCY MEASURES:	Number and dollar amount of grants awarded. Number and dollar amount of donations and gifts. Number of activities supported by external funding
EFFICIENCY MEASURES:	Funding to category ratio
EXPLANATORY MEASURES:	Decrease in availability of external funding; Change in funding priorities
<u>OBJECTIVE 3:</u> Increase quality assurance efforts	
OUTCOME MEASURE:	Increase access to a quality educational environment
STRATEGY 1:	Prepare faculty and staff for compliance with THE COMMISSION ON COLLEGES AND UNIVERSITIES standards
OUTPUT/EFFICIENCY MEASURES:	Number of information sessions Number of communications

EXPLANATORY MEASURES: Number and types of resources available on the MVSU'S "COMMISSION ON COLLEGES AND UNIVERSITIES" website
Number of standards in compliance by the next major review
The amount of funding and human resources allocated for accreditation activities

GOAL 2: TRANSFORM MVSU INTO AN INNOVATIVE LEARNING ORGANIZATION

STATEWIDE BENCHMARKS ADDRESSED: Student progress; Cost to taxpayers

OBJECTIVE 1: Increase access to planning and management data

OUTCOME MEASURE: Greater access to information pertinent to the University's operations
STRATEGY 1: Disseminate institutional facts university-wide
OUTPUT/EFFICIENCY MEASURES: Number of data profiles and other documents made available to the University community
EFFICIENCY MEASURES: Turnaround time for access to institutional information
EXPLANATORY MEASURES: Inadequate staffing and availability of appropriate technology

BUDGETED PROGRAM:	PUBLIC SERVICE
FISCAL YEAR:	FY2031
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Graduates in High need disciplines, Quality of Learning Environment
<u>OBJECTIVE 1:</u>	Increase the number of community outreach projects
OUTCOME MEASURE:	Increased access to an improved quality of life for the University community
STRATEGY 1:	Identify the community's needs and develop outreach projects based on those needs
OUTPUT/EFFICIENCY MEASURES:	Number of *outreach projects implemented. Number of people served. Outreach projects to people served ratio
EXPLANATORY MEASURES:	Amount of funding for public service-related programs
<u>OBJECTIVE 2:</u>	Increase the number of service-learning courses and placement sites
OUTCOME MEASURE:	Increase the University's ability to meet human resources needs for the community and state
STRATEGY 1:	Recruit faculty to teach service-learning courses. Recruit community partners for placement sites
OUTPUT/EFFICIENCY MEASURES:	Number of service-learning courses. Number of community service projects Number of placement sites;
EXPLANATORY MEASURES:	Lack of transportation to placement sites

**Outreach projects include IETP, Community service, Gear Up, Bioinformatics, Boys and Girls Club, Book Clubs, Mental Wellness Programs for Incarcerated Individuals, etc.*

BUDGETED PROGRAM:	OPERATION AND MAINTENANCE
FISCAL YEAR:	FY2031
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u>	Expand technological enhancements through facility-based infrastructure improvements and deferred maintenance reduction
OUTCOME MEASURE:	Increased access to modern teaching and learning environments
STRATEGY 1:	Support technology upgrades through coordinated facility improvements, ADA accessibility, infrastructure readiness, and deferred maintenance repairs
OUTPUT/EFFICIENCY MEASURES:	Number of classrooms receiving facility-based technology and ADA upgrades Number of deferred maintenance items corrected through renovation Percentage of buildings with updated electrical/data infrastructure Number of renovated technology-ready, ADA-compliant spaces
EXPLANATORY MEASURES:	Cost of infrastructure upgrades and renovation work
<u>OBJECTIVE 2:</u>	Increase quality assurance efforts through improved facility compliance, documentation, and deferred maintenance reporting
OUTCOME MEASURE:	Improved readiness for accreditation and regulatory reviews
STRATEGY 1:	Maintain accurate facility documentation, inspections, ADA assessments, deferred maintenance tracking, and compliance records
OUTPUT/EFFICIENCY MEASURES:	Number of compliance documents updated Number of inspections completed Number of deferred maintenance items documented or corrected Number of corrective actions implemented
EXPLANATORY MEASURES:	Funding and staffing limitations

FY2032

BUDGETED PROGRAM:		INSTRUCTION
FISCAL YEAR:		FY2032
GOAL 1:		ENHANCE AND STRENGTHEN ACADEMICS IN THE UNIVERSITY
	RELATED INITIATIVES	ACADEMIC EXCELLENCE AND STRENGTHENING ACADEMIC SUPPORT; STEM-U-LATE; CELEBRATING THE DELTA DEVILS ATHLETIC EXPERIENCE
	STATEWIDE BENCHMARKS ADDRESSED:	Quality of Learning Environment, Student Progress, Student Graduation Rates, Graduates in High Need Disciplines
<u>OBJECTIVE 1:</u> Increase the percentage of faculty with terminal degrees		
	OUTCOME MEASURE:	Increased access to a quality learning environment
	STRATEGY 1:	Hire faculty with terminal degrees in unfilled positions
	OUTPUT/EFFICIENCY MEASURES:	Percentage of full-time faculty with terminal degrees. Number of newly hired faculty with terminal degrees Average salary for newly hired faculty with terminal degrees
	EXPLANATORY MEASURES:	Geographic location of university in a rural community. Starting salaries are below national average.
	STRATEGY 2:	Provide professional development opportunities to current faculty without terminal degrees
	OUTPUT/EFFICIENCY MEASURES:	Number and percentage of faculty with terminal degrees Number and percentage of faculty receiving faculty development funding to obtain a terminal degree in a related discipline
	EXPLANATORY MEASURES:	Cost to support faculty without terminal degrees in obtaining terminal degrees
<u>OBJECTIVE 2:</u> Increase student retention		
	OUTCOME MEASURE:	Increased student progress toward degree attainment
	STRATEGY 1:	Implement an aggressive student tracking system that proactively identifies and resolves students' barriers to re-enrollment
	OUTPUT/EFFICIENCY MEASURES:	Number of first-time freshmen enrolled. Number and percent of first-time freshmen returned. Number of continuing students enrolled. Number and percent of eligible continuing students returned. Student expenditure per FTE student
	EXPLANATORY MEASURES:	Number of students reporting personal and social barriers to retention that are beyond the control of the institution
<u>OBJECTIVE 3:</u> Improve student success rates in intermediate courses and credit hour attainment		

STRATEGY 1: Enhance and strengthen tutoring and academic support strategies to achieve statewide benchmarks for student progress in intermediate courses and credit hour attainment

OUTPUT/EFFICIENCY MEASURES: Percentage of fall intermediate math students completing the course within 2 years
 Percentage of fall intermediate reading students completing the course within 2 years.
 Cost of intermediate courses
 Percentage of full-time students completing 24 credit hours in one academic year
 Percentage of part-time students completing 12 credit hours in one year

EXPLANATORY MEASURES: Academic preparation of students before enrolling

OBJECTIVE 4: Increase total degrees conferred and graduation rates

STRATEGY 1: Strengthen advising and academic support strategies that maximize students' abilities to complete degree program requirements

OUTPUT/EFFICIENCY MEASURES: Number of degrees conferred
 Number of degrees conferred to students entering college at age 23 or older
 Number of undergraduate and graduate degrees conferred in STEM and Education programs
 Number of students taking the PRAXIS II exam and percentage passing
 6-Year graduation rate for first-time freshmen
 Percent of graduate degree students completing graduate degree in 3 years

EXPLANATORY MEASURES: Individual students' challenges outside of higher education.
 Individual students' interest in STEM and Education programs

STRATEGY 2: Increase information literacy instruction

OUTPUT/EFFICIENCY MEASURES: The number of students receiving information literacy instruction.
 The number of courses with information literacy embedded in the course

EXPLANATORY MEASURES: The number of library staff available to conduct information literacy sessions

OBJECTIVE 5: Increase enrollment in high need disciplines

OUTCOME MEASURE: Increased access to degree programs in high-needs disciplines

STRATEGY 1: Supplement current recruitment efforts with additional recruitment by faculty and staff in STEM programs

OUTPUT/EFFICIENCY MEASURES: Number of students enrolled in STEM programs
 Number of students enrolled in Education programs

EXPLANATORY MEASURES: The number of potential STEM majors from feeder high schools

OBJECTIVE 6: Increase the number of accredited academic programs

OUTCOME MEASURE: Increased access to a quality learning environment

STRATEGY 1: Require academic programs to seek and/or maintain program accreditation

OUTPUT/EFFICIENCY MEASURES: The number of accredited academic programs.
The percentage of accredited programs

EXPLANATORY MEASURES: Cost of seeking program accreditation.
Lack of faculty and required resources

BUDGETED PROGRAM:	ACADEMIC SUPPORT
FISCAL YEAR:	FY2032
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
RELATED INITIATIVES	STEM-U-LATE; POWER OF ONE; PARTNERSHIP FOR RESEARCH
STATEWIDE BENCHMARKS	Quality of Learning Environment, College Readiness, Student
ADDRESSED:	Progress
<u>OBJECTIVE 1:</u>	Increase the number of students involved in discipline-specific, professional activities
OUTCOME MEASURE:	Improve the quality of the learning environment
STRATEGY 1:	Provide opportunities for faculty/student collaborative projects
OUTPUT/EFFICIENCY MEASURES:	The number of collaborative faculty and students' projects in the discipline;
EXPLANATORY MEASURES:	Accessibility of project sites; Cost of projects
STRATEGY 2:	Increase number of students attending professional conferences
OUTPUT/EFFICIENCY MEASURES:	The number of students presenting a paper, a panel, posters, or attending professional conferences
	The number of students participating in performances and exhibitions
EXPLANATORY MEASURES:	Cost of sending students to conferences.
	Cost of hosting professional conferences at MVSU
STRATEGY 3:	Involve students with activities that offer "real-world" experiences in their chosen discipline
OUTPUT/EFFICIENCY MEASURES:	The number of students participating in internships.
	Percentage of degree programs offering internships
EXPLANATORY MEASURES:	Paid versus unpaid internship.
	Accessibility of internship sites

BUDGETED PROGRAM:	SCHOLARSHIPS AND FELLOWSHIPS
FISCAL YEAR:	FY2032
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Cost to students
<u>OBJECTIVE 1:</u> Increase scholarship awards to students	
OUTCOME MEASURE:	Increased affordable access to higher education
STRATEGY 1:	Re-evaluate and revise scholarship and fellowship criteria
OUTPUT/EFFICIENCY MEASURES:	The current amount of *scholarship/fellowship dollars The number of current student scholarships/fellowships The number of scholarships/fellowships available to new students
EXPLANATORY MEASURES:	The amount of external funding available to supplement institutional scholarships/fellowships The number of eligible students not receiving scholarships/fellowships due to limitations in funding

**Scholarships/Fellowships include all institutional, state, and external scholarship funding received.*

BUDGETED PROGRAM:	STUDENT SERVICES
FISCAL YEAR:	FY2032
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Increase access to quality public higher education. Increase in the number of graduates who remain in the state to practice
<u>OBJECTIVE 1:</u>	Increase student enrollment
OUTCOME MEASURE:	Provide access to higher education for Mississippi residents
STRATEGY 1:	Target recruitment of Mississippi residents with emphasis on the Delta region
OUTPUT/EFFICIENCY MEASURES:	Number of Mississippi applicants admitted and enrolled. Number of visits to regional high schools, community colleges, and businesses by recruiters as well as applications processed (using state matrix)
EXPLANATORY MEASURES:	Decrease in the population in the region; increase in tuition; increase in room and board
<u>OBJECTIVE 2:</u>	Increase the number of students employed upon graduation, as a result of career services programming
OUTCOME MEASURE:	Increase student exposure to external career opportunities
STRATEGY 1:	Implement opportunities to explore advancement in various career opportunities. Expose students to off-campus career service programming
OUTPUT/EFFICIENCY MEASURES:	Number of students employed upon graduation. Success rate (using Success Report) Number of career opportunity exposures for our students
EXPLANATORY MEASURES:	Cost of travel and transportation availability
<u>OBJECTIVE 3:</u>	Increase the number of career service fairs
OUTCOME MEASURE:	Increase the University's ability to meet human resource needs for the state of Mississippi
STRATEGY 1:	Maintain and diversify the number of career service fairs
OUTPUT/EFFICIENCY MEASURES:	The number of graduate and professional school fairs, teacher recruitment fairs, business career fairs, and military career fairs. Attendance and participation rates

EXPLANATORY MEASURES: Timing of programs.
Number of students enrolled in programs related to the career
opportunities

BUDGETED PROGRAM:	INSTITUTIONAL SUPPORT
FISCAL YEAR:	FY2032
GOAL 1:	STRENGTHEN THE INSTITUTIONAL INFRASTRUCTURE
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u>	Expand technological enhancements
OUTCOME MEASURE:	Access to modern teaching and learning facilities
STRATEGY 1:	Develop and implement a comprehensive information technology plan
OUTPUT/EFFICIENCY MEASURES:	Number of smart classrooms completed Percentage of the campus with wireless access Percentage of workspaces (conference/meeting rooms) with technology upgrades Ratio of smart classrooms/workspaces to non-smart classrooms/workspaces Number of smart classrooms per building
EXPLANATORY MEASURES:	Fiscal and human resource limitations
STRATEGY 2:	Increase the integration of mass media facilities
OUTPUT/EFFICIENCY MEASURES:	Number of facilities (stations, studios, and labs) that are centralized
EFFICIENCY MEASURES:	Cost per facility relocated
EXPLANATORY MEASURES:	Fiscal and space limitations
<u>OBJECTIVE 2:</u>	Increase external funding
OUTCOME MEASURE:	Increase funding by 5 percent annually
STRATEGY 1:	Identify external sponsors and donors
OUTPUT/EFFICIENCY MEASURES:	Number and dollar amount of grants awarded Number and dollar amount of donations and gifts Number of activities supported by external funding
EFFICIENCY MEASURES:	Funding to category ratio
EXPLANATORY MEASURES:	Decrease in availability of external funding; Change in funding priorities
<u>OBJECTIVE 3:</u>	Increase quality assurance efforts
OUTCOME MEASURE:	Increase access to a quality educational environment
STRATEGY 1:	Prepare faculty and staff for compliance with THE COMMISSION ON COLLEGES AND UNIVERSITIES standards
OUTPUT/EFFICIENCY MEASURES:	Number of information sessions Number of communications

EXPLANATORY MEASURES: Number and types of resources available on the MVSU'S "COMMISSION ON COLLEGES AND UNIVERSITIES" website
Number of standards in compliance by the next major review
The amount of funding and human resources allocated for accreditation activities

GOAL 2: TRANSFORM MVSU INTO AN INNOVATIVE LEARNING ORGANIZATION

STATEWIDE BENCHMARKS ADDRESSED: Student progress; Cost to taxpayers

OBJECTIVE 1: Increase access to planning and management data

OUTCOME MEASURE: Greater access to information pertinent to the University's operations
STRATEGY 1: Disseminate institutional facts university-wide
OUTPUT/EFFICIENCY MEASURES: Number of data profiles and other documents made available to the University community
EFFICIENCY MEASURES: Turnaround time for access to institutional information
EXPLANATORY MEASURES: Inadequate staffing and availability of appropriate technology

BUDGETED PROGRAM:	PUBLIC SERVICE
FISCAL YEAR:	FY2032
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Graduates in High need disciplines, Quality of Learning Environment
<u>OBJECTIVE 1:</u>	Increase the number of community outreach projects
OUTCOME MEASURE:	Increased access to an improved quality of life for the University community
STRATEGY 1:	Identify the community's needs and develop outreach projects based on those needs
OUTPUT/EFFICIENCY MEASURES:	Number of *outreach projects implemented Number of people served Outreach projects to people served ratio
EXPLANATORY MEASURES:	Amount of funding for public service-related programs
<u>OBJECTIVE 2:</u>	Increase the number of service-learning courses and placement sites
OUTCOME MEASURE:	Increase the University's ability to meet human resources needs for the community and state
STRATEGY 1:	Recruit faculty to teach service-learning courses. Recruit community partners for placement sites
OUTPUT/EFFICIENCY MEASURES:	Number of service-learning courses. Number of community service projects Number of placement sites;
EXPLANATORY MEASURES:	Lack of transportation to placement sites

**Outreach projects include IETP, Community service, Gear Up, Bioinformatics, Boys and Girls Club, Book Clubs, Mental Wellness Programs for Incarcerated Individuals, etc.*

BUDGETED PROGRAM:	OPERATION AND MAINTENANCE
FISCAL YEAR:	FY2032
GOAL 1:	CREATE AND MAINTAIN A MODERN, PROGRESSIVE, LEARNER-CENTERED ENVIRONMENT
STATEWIDE BENCHMARKS ADDRESSED:	Student progress; Cost to taxpayers
<u>OBJECTIVE 1:</u>	Sustain life-safety, ADA, code compliance, and deferred maintenance improvements across campus facilities
OUTCOME MEASURE:	Consistent compliance with building and life-safety standards and reduced deferred maintenance backlog
STRATEGY 1:	Continue scheduled inspections, ADA upgrades, system improvements, deferred maintenance repairs, and corrective actions
OUTPUT/EFFICIENCY MEASURES:	Number of ADA improvements completed Number of deferred maintenance items corrected Number of life-safety upgrades completed Number of inspections conducted Number of corrective actions implemented
EXPLANATORY MEASURES:	Cost of inspections, repairs, and compliance documentation
<u>OBJECTIVE 2:</u>	Advance construction design and administration for ongoing capital, renovation, ADA, and deferred-maintenance-related projects
OUTCOME MEASURE:	Improved project delivery and facility modernization
STRATEGY 1:	Oversee design, bidding, and construction phases for campus projects, including ADA compliance and deferred maintenance integration
OUTPUT/EFFICIENCY MEASURES:	Number of projects in progress Number of ADA-related design reviews completed Number of deferred maintenance items addressed through construction Percentage of projects meeting schedule and budget targets
EXPLANATORY MEASURES:	Cost of professional services and construction materials



THE UNIVERSITY OF
MISSISSIPPI

Oxford Campus 267-00

**FIVE-YEAR STRATEGIC PLAN
2028-2032**

Presented to
Board of Trustees
State Institutions of Higher Learning

JULY 2026

The University of Mississippi

On-Campus 267-00

1. Agency Mission Statement

As Mississippi's first comprehensive, public university and academic medical center, the University of Mississippi transforms lives, communities, and the world by providing opportunities for the people of Mississippi and beyond through excellence in learning, discovery, healthcare, and engagement.

The mission of the University of Mississippi is to create, evaluate, share, and apply knowledge in a free, open, and inclusive environment of intellectual inquiry. Building upon a distinguished foundation in the liberal arts, the state's first comprehensive university serves the people of Mississippi and the world through a breadth of academic, research, professional, and service programs. The University of Mississippi provides an academic experience that emphasizes critical thinking; promotes research and creative achievement to advance society; uses its expertise to engage and transform communities; challenges and inspires a diverse community of undergraduate, graduate, and professional students; offers enriching opportunities outside the classroom; supports lifelong learning; and develops a sense of global responsibility.

2. Statement of Agency Philosophy

In pursuing its mission, the University of Mississippi:

- Reaffirms its identity and purpose as fundamentally academic,
- Nurtures excellence in teaching, learning, creativity, and research,
- Provides the best, accessible undergraduate education in the state of Mississippi,
- Offers high quality undergraduate, graduate, and professional programs, and
- Devotes its knowledge and abilities to serve the state and the world.

3. Relevant Statewide Goals and Benchmarks

See the Appendix I for the most recent UM Outputs and Outcomes, corresponding to the enumerated statements that follow.

Statewide Goal #1: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its

employers, including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks:

INSTRUCTION

OUTPUTS

1. Average ACT score of entering freshmen.
2. Number and percentage of degrees awarded to adult learners who enter college for the first time at age 23 or older.
3. Number of graduate degrees awarded.
4. Number and percentage of graduate degrees awarded in science, technology, engineering, and math.
5. Number and percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both.

EFFICIENCIES

6. Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.
7. Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within two years.
8. First-year retention rate (from fall to fall) for entering full-time freshmen.
9. Percentage of full-time students completing 24 credit hours within one academic year.
10. Percentage of part-time students completing 12 credit hours within one academic year.
11. Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.
12. Student graduation rates (first-time freshmen cohort students graduating within 4 years, first-time freshmen cohort students graduating within 6 years, first-time full-time freshmen cohort students graduating within 8 years)
13. Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions.
14. Dollars spent on remedial coursework.
15. Total state expenditures per total FTE student.
16. Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).
17. Percentage of enrolled graduate students who complete graduate degree.

OUTCOMES

18. Percentage of state's population age 25 years and over with a bachelor's degree or higher
19. Number of graduates in high-need disciplines (i.e. science, technology, engineering, math, Education, and nursing) by discipline.
20. Number of graduates in teaching from Mississippi public higher educational institutions.
21. Licensure exam pass rates for graduates with four-year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II.
22. Licensure exam pass rate for graduate school graduates, by discipline.

RESEARCH

OUTPUTS

1. Dollar value of total external research grants and contracts awarded to Mississippi public universities.
2. Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.

EFFICIENCIES

OUTCOMES

1. Number of patents obtained by Mississippi public universities in emerging technologies.

4. Overview of the Agency 5-Year Strategic Plan

The University of Mississippi is committed to helping the State of Mississippi meet its goal to make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

To accomplish this goal, the State of Mississippi provides funding to the University of Mississippi for the following programs:

- **Instruction**

This program includes all expenditures that are part of the institution's teaching program, including both credit and non-credit courses for academic, occupational, and vocational

instruction. It includes departmental research and public service not budgeted separately, as well as department chairmen.

- **Research**

This program includes all expenditures for activities specifically organized to produce research outcomes, whether funded internally or from outside sources, whether they are performed by individuals or research centers, and budgeted separately.

- **Public Service**

This program includes funds expended for activities that are established primarily to provide non-instructional services beneficial to individuals and groups external to the institution. These activities include community service programs, cooperative extension services, conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar non-instructional services to particular sectors of the community.

- **Academic Support**

This program includes funds expended primarily to provide support services for the institution's primary missions of instruction, research, and public service. It includes: 1) libraries, museums, and galleries; 2) services that directly assist the academic functions of the institution, such as demonstration schools; 3) media; 4) computing support; 5) academic administration and personnel development providing administrative support and management direction to the three primary missions; and 6) separately budgeted support for course and curriculum development.

- **Student Services**

This program includes funds expended for offices of admissions and registrar and those activities whose primary purpose is to contribute to the student's development outside the formal instruction program. It includes expenditures for student activities, cultural events, student newspaper, intramural athletics, student organizations, supplemental remedial instruction, counseling and career guidance, student aid administration, and student health.

- **Institutional Support**

This program includes expenditures for: 1) central executive level activities concerned with management and long-range planning of the entire institution, such as the governing board, planning and programming, and legal services; 2) fiscal operations, including the investment office; 3) administrative data processing; 4) space management; 5) employee personnel and records; 6) logistical activities that provide procurement, storerooms, safety, security, printing, and transportation services to the institution; 7) support services to faculty and staff that are not operated as auxiliary enterprises; and 8) activities concerned with community and alumni relations, including development and fundraising.

- **Operation and Maintenance**

This program includes all expenditures of current operating funds for the operation and maintenance of the physical plant. It includes all expenditures for operations established to provide services and maintenance related to grounds and facilities, including utilities, fire protection, property insurance and similar items.

- **Scholarships and Fellowships**

This program includes expenditures for scholarships and fellowships in the form of outright grants to students selected by the institution and financed from current funds, restricted or unrestricted, including trainee stipends, prizes, and awards.

Bringing these together, we can see that each program works to accomplish part of the State's overarching goal.

What is the State of Mississippi asking the University of Mississippi to do?

- To make available an accessible, quality public higher education at an affordable cost
 - We ensure the quality of the learning environment through:
 - The Academic Support program
 - The Institutional Support program
 - We ensure affordability and lower costs through:
 - The Scholarships & Fellowships program
 - The Operations & Maintenance program

Why and how is the State of Mississippi asking us to accomplish this goal?

- To prepare Mississippians to become productive, financially self-sufficient members of society
 - By supporting all enrolled students as they pursue their degrees through:
 - The Student Services program
 - By granting students the degrees they need to secure lucrative employment, including in high-needs disciplines through:
 - The Instruction program
- To meet the human resource needs of Mississippi and its employers
 - By producing graduates who remain in Mississippi as working adults, including in high-needs disciplines
 - Academic Support program
 - By creating new jobs through the commercialization of university-based research through:

- The Research program

The University of Mississippi's Strategic Plan (see Appendix II) outlines a set of goals, objectives, strategies and measures for each program listed above.

5. External/Internal Assessment & Internal Management System

The university monitors many factors that could affect the university's operation and ability to achieve institutional goals. These factors include:

- funding changes,
- changes to policies and procedures from the state or federal government,
- decline in the number of students that are graduating from high school and pursuing higher education, and
- public perception of the value of higher education.

5.1. Agency's Internal Management System

The University has a broad-based planning process and maintains an extensive program of institutional effectiveness to assess the performance of its academic and administrative units. Each department is expected to develop a planning document that reflects the foundational pillars established by the institution. As part of this document, each department or academic degree program identifies what it intends to accomplish, measures the progress and accomplishments, and makes improvements where appropriate. This institutional effectiveness process has shown excellent progress toward improvement of the quality of university operations based upon an assessment of its performance. The University's program of institutional effectiveness was described by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) review team as being "nationally recognized."

The strategic initiatives and key priorities were developed into the *Empower Now* strategic plan.

Empower Now includes four institutional priority areas: Enrich, Engage, Explore, and Empower. Within these priority areas are nine goals:

Enrich: Student Success and Teaching Excellence

Goal 1: Instructional Excellence and Student Success

The University of Mississippi is committed to expanding its investment in a culture of continuous improvement that fuels an environment where all students succeed.

Objectives

- Expand efforts to provide equitable access to both curricular and co-curricular engaged learning opportunities throughout the student experience.
- Continue to prioritize resources for cohort and mentoring-based retention and persistence efforts.
- Leverage teaching and learning resource centers to elevate student learning through a continuous-improvement approach to teaching and faculty development.
- Enhance student health and wellness support.
- Increase awareness and adoption of evidence-based teaching practices.
- Promote interdisciplinarity and community engagement into the student academic experience.

Goal 2: Graduate Education

A vital Graduate School provides advancement opportunities to existing students and attracts new kinds of students to the university. To support quality and growth for our graduate offerings, we will identify areas for growth and engagement within the Graduate School and dedicate resources to building those out.

Objectives

- Expand existing, high-quality graduate programs to meet student demand.
- Develop graduate programs in emerging and interdisciplinary fields of study.
- Expand online access to graduate education.
- Establish UM as an institution of choice for graduate education.
- Increase the role of graduate students in research, creative, and innovative activities.

Goal 3: Athletics Excellence

Ole Miss Athletics fulfills its purpose of cultivating a vibrant athletics culture through community engagement and commitment to excellence. To be an effective agent of change and positive community impact, UM Athletics programming must be grounded in integrity, academic excellence, competitive success, and inclusion.

Objectives

- Develop a welcoming environment at athletic events that provides opportunities for students and community involvement.
- Ensure that all student athletes have access to resources and support they need to succeed academically and in their futures beyond the university.
- Enhance facilities to enable our student athletes to compete at the highest levels.

Engage: Community and Global Impact

Goal 4: Community-Engaged Partnerships

Community engagement advances the university's mission, while benefiting society through the discovery, development, and dissemination of knowledge that ultimately improves the lives of individuals and communities.

Objectives

- Establish a consistent methodology for tracking and evaluating community-engaged partnerships.
- Further integrate mutually beneficial, reciprocal partnerships between university and external partners to advance the learning, research, and engagement mission of the institution.
- Develop a functional framework for community-engaged partnerships at the university to ensure mutuality and reciprocity in partnerships.
- Establish institutional processes for appropriately recognizing the value of community-engaged partnerships in faculty reward, promotion, and tenure.

Goal 5: Support Economic Development and Innovation through Industry Engagement and Community Partnership

Throughout its history, the University has produced leaders equipped with the skills to drive positive change and expand access to economic opportunities. We will continue to magnify ways in which the university supports economic opportunity in the state of Mississippi and beyond.

Objectives

- Develop and nurture strong partnerships with industry that will invigorate existing and future academic programming, high-impact practices, and research.
- Develop sustainable collaborations and reciprocal partnerships with communities and other external partners that will improve quality of life across Mississippi.
- Develop and fuel comprehensive innovation, research, and entrepreneurship programs for faculty, staff, students, and external partners.
- Maintain and strengthen relationships with local, state, and federal elected and appointed officials, with an emphasis on promoting community and economic development.

Explore: Innovation, Research, and Creative Achievement

Goal 6: Embrace New Areas of Expertise and Engagement

As an institution of higher learning, the university is tasked with preparing its graduates for challenges and opportunities that may not yet exist. To deliver on that promise, UM will

commit resources to support new degree programs and make data-informed decisions on expansion in areas of study that are responsive to innovation and the advancement of knowledge, as well as the evolving needs of our students, our state, and the region.

Objectives

- Reward innovation in new and existing programming.
- Establish institutional data governance policies and framework needed to connect and synthesize disparate data repositories.
- Leverage real-time job market intelligence to empower data-informed programming decisions.

Goal 7: Impactful, Innovative Research and Creative Achievement

The University's academic reputation is founded upon the creativity and groundbreaking scholarship of our outstanding faculty and, increasingly, UM students. It is our obligation to commit resources to activities and endeavors that focus on empowering individual and collaborative scholarship and magnifying its impact.

Objectives

- Articulate a reward system and support infrastructure that facilitates meaningful scholarship across the institution.
- Invest in infrastructure of knowledge support that fuels broad-scale digital and interdisciplinary research projects/initiatives that:
 - Generate practical research to improve lives.
 - Foster creative achievement through collaborative engagement
 - Reduce barriers that inhibit interdisciplinary research.
- Develop policies and infrastructure that enables collaborations across the university with other academic institutions, nonprofits, and strategic partners in the private sector
- Make engaged learning opportunities, like undergraduate research opportunities, visible within the community and accessible to all students

Goal 8: Prepare Graduates for Careers of the Future

At the University of Mississippi, our students hone their career skill set inside and outside of the classroom. Through intentional design and organic learning community engagement, the entire UM experience becomes a dynamic incubator that invigorates exploration and prepares students for future success.

Objectives

- Infuse 21st-century skills- such as data analysis, information and technology literacy, language skills, critical thinking and cultural competencies- into programs across the university to ensure students are workforce-ready upon graduation.

- Actively engage in institutional consortia committed to the integration of 21st-century skills, such as Artificial Intelligence and data analytics, into the instructional foundations of the student experience in higher education
- Advance the development of students' critical thinking skills through ThinkForward and similar initiatives.
- Promote interdisciplinary work that facilitates meaningful growth opportunities for all students.

Empower: Effectiveness and Efficiency

Goal 9: Alignment of Resources to Maximize Organizational Efficiency and Effectiveness

In service of maintaining our institutional excellence over time, we must commit to alignment of organizational resources that will maximize our overall efficiency and effectiveness. This means clarifying and aligning existing roles and accountabilities to foster clear, effectual communication, boost efficiency, and minimize components of our infrastructure that impede collaboration and creativity.

Objectives

- Invest in career development for faculty and staff and further expand compelling career paths for university staff.
- Take steps to ensure equitable compensation for roles that require similar skillsets.
- Recognize and appreciate long-term employees for steadfastness, accumulated knowledge, and dedication to the university and its mission.
- Establish a facilities and equipment investment strategy that prioritizes both timely maintenance of existing resources and expansion efforts in order to maximize the University's ability to pursue its Mission and Strategic Initiatives
- Identify compensation strategies needed to be competitive in recruiting and retaining highly skilled faculty and staff.

Excel: Access and Opportunity

Goal 10: Pathways to Excellence

To foster pathways to excellence, we commit ourselves to expanding access, supporting personal and professional growth, advancing collaborative partnerships, and nurturing a respectful and welcoming environment. By strengthening pathways to success, integrating opportunities for lifelong learning, fostering innovation through collaboration, and promoting mutual respect, we empower every member of the UM community to excel while upholding a culture of accountability and engagement.

Objectives

- Expand Access to Pathways
- Foster a Culture of Lifelong Learning and Professional Development
- Promote Excellence through Collaborative Partnerships
- Nurture a Respectful, Accessible, and Welcoming Environment

The University of Mississippi manages progress on its strategic plan, *Empower Now*, through the Strategic Planning Council, which oversees the Key Performance Indicators (KPIs) identified in the plan. The Council conducts formative reviews of progress toward these KPIs as needed and performs a comprehensive summative review annually. To ensure alignment with university goals, the Council also hears presentations from campus project leaders to monitor the extent to which major strategic initiatives are progressing.

The institution developed an online reporting structure to support the strategic planning efforts of each unit by inputting their goals, objectives, actions, and progress in the platform. This system enables institutional leaders and the Strategic Planning Council to monitor progress across units, assess alignment with institutional priorities, and evaluate advancement toward broader university goals. This platform will aid in the recognition of unit accomplishments, help guide budgetary decisions and connect the strategic plan with work taking place across campus.

The Strategic Planning Council approved a stable planning structure to align strategic priority areas with university goals and to enable a more cogent transition from *Empower Now* to future strategic plans. The revised planning structure also includes updated language selected to assist individual units as they work toward achieving University goals. The Strategic Planning Council also approved a list of Key Performance Indicators (KPIs) to monitor the status of the progress toward university goals. Along with the KPIs, the university also tasked individual units across campus to report their individual plans and align them with the university strategic plan. Units are expected to update their progress once a year and include their strategic plan goals in their budget requests.

As the University continues to monitor the progress of *Empower Now*, several updates have been made to the language and structure of its goals and objectives to ensure the plan remains current and aligned with institutional priorities. These updates include refining language for clarity, reorganizing and consolidating objectives under the appropriate goals, and revising goals to reflect recent changes in campus structure and organization.

6. Goals, Objectives, Strategies, and Measures by Program

PROGRAM 1 - INSTRUCTION

GOAL A: The goal of the Instruction program is to provide the best and most accessible undergraduate education in the state of Mississippi and to support the economic, health care, and cultural development of the state through excellent graduate and professional degree programs.

OBJECTIVE A.1: Raise the level of educational attainment in the state of Mississippi

Outcome: Percentage of state's population age 25 years and over with a bachelor's degree or higher.

A.1.1. STRATEGY: Provide opportunities to ensure all students can succeed academically.

Efficiency: First-year retention rate (from fall to fall) for entering full-time freshmen.

Efficiency: Percentage of full-time students completing 24 credit hours within one academic year.

Efficiency: Percentage of part-time students completing 12 credit hours within one academic year.

Efficiency: Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.

Efficiency: Student graduation rates (first-time freshmen cohort students graduating within 4 years, first-time freshmen cohort students graduating within 6 years, first-time full-time freshmen cohort students graduating within 8 years).

Output: Number of graduate degrees awarded.

A.1.2. STRATEGY: Expand the academic advising staff within the Office of Student Success and the First Year Experience to lead the university's retention efforts.

Output: Average ACT score of entering freshmen.

Output: Number and percentage of degrees awarded to adult learners who enter college for the first time at age 23 or older.

A.1.3 STRATEGY: Support intermediate and other students at-risk of not making adequate academic progress.

- Output:* Number and percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both.
- Efficiencies:* Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.
- Efficiencies:* Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within two years.

A.1.4. STRATEGY: Deliver an accessible and affordable education of the highest quality to a diverse student body.

- Efficiency:* Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions.
- Efficiency:* Dollars spent on remedial coursework.
- Efficiency:* Total state expenditures per total FTE student.
- Efficiency:* Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).

OBJECTIVE A.2: Support the economic development of the state of Mississippi by producing graduates in high-need disciplines, including teaching.

- Outcome:* Number of graduates in high-need disciplines (i.e. science, technology, engineering, math, Education, and nursing) by discipline.
- Outcome:* Number of graduates in teaching from Mississippi public higher educational institutions.

A.2.1. STRATEGY: Increase the number of graduates in STEM fields, especially among first-generation college students and under-represented groups.

- Output:* Number and percentage of graduate degrees awarded in science, technology, engineering, and math.

OBJECTIVE A.3: Prepare graduates for their professions

- Outcome:* Licensure exam pass rates for graduates with four year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II.
- Outcome:* Licensure exam pass rate for graduate school graduates, by discipline.

A.3.1. STRATEGY: Enhance student persistence and student development programs for graduate students.

- Efficiency:* Percentage of enrolled graduate students who complete graduate degree.

PROGRAM 2 - RESEARCH

Goal B: The goal of the Research program is to discover, create, and disseminate knowledge for the benefit of society. Through our Research program, the University of Mississippi seeks to meet the human resource needs of Mississippi and its employers by creating new jobs through the commercialization of university-based research.

OBJECTIVE B.1: Increase individual and collaborative research

Outcome: Number of patents obtained by Mississippi public universities in emerging technologies.

B.1.1. STRATEGY: Engage in a disciplined investment strategy supporting research and scholarship using faculty start-up funds and other means.

Output: Dollar value of total external research grants and contracts awarded to Mississippi public universities

Output: Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.

Appendix I: UM's Most Recent Outputs and Outcomes

PROGRAM		Measure*	Most Recent IHL System Value	Most Recent UM Value
INSTRUCTION	Outputs	Average ACT score of entering freshmen.	23.6	24.3
INSTRUCTION	Outputs	Number of degrees awarded to adult learners who enter college for the first time at age 23 or older. <i>(degree in 8 years)</i>	31	5
INSTRUCTION	Outputs	Percentage of degrees awarded in 4 years to adult learners who enter college for the first time at age 23 or older.	15.2%	41.7%
INSTRUCTION	Outputs	Percentage of degrees awarded in 6 years to adult learners who enter college for the first time at age 23 or older.	20.0%	41.7%
INSTRUCTION	Outputs	Percentage of degrees awarded in 8 years to adult learners who enter college for the first time at age 23 or older.	21.4%	41.7%
INSTRUCTION	Outputs	Number of graduate degrees awarded.	5,875	1,878
INSTRUCTION	Outputs	Number of graduate degrees awarded in science, technology, engineering, and math.	1184	398
INSTRUCTION	Outputs	Percentage of graduate degrees awarded in science, technology, engineering, and math.	23.9%	29.8%
INSTRUCTION	Outputs	Number of entering students who are enrolled in intermediate (remedial) courses during their first year.	3,595	1,020
INSTRUCTION	Outputs	Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year.	26.4%	17.1%
INSTRUCTION	Outputs	Number of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math only.	1,780	724
INSTRUCTION	Outputs	Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math only.	13.1%	12.1%

PROGRAM		Measure*	Most Recent IHL System Value	Most Recent UM Value
INSTRUCTION	Outputs	Number of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by English/reading only.	869	84
INSTRUCTION	Outputs	Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by English/reading only.	6.4%	1.4%
INSTRUCTION	Outputs	Number of entering students who are enrolled in intermediate (remedial) courses during their first year, in both math and English/reading simultaneously.	946	212
INSTRUCTION	Outputs	Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, in both math and English/reading simultaneously.	7.0%	3.6%
INSTRUCTION	Efficiencies	Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.	83.5%	85.0%
INSTRUCTION	Efficiencies	Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within two years.	81.4%	94.9%
INSTRUCTION	Efficiencies	First-year retention rate (from fall to fall) for entering full-time freshmen.	80.6%	87.2%
INSTRUCTION	Efficiencies	Percentage of full-time students completing 24 credit hours within one academic year.	80.9%	84.7%
INSTRUCTION	Efficiencies	Percentage of part-time students completing 12 credit hours within one academic year.	48.6%	51.6%
INSTRUCTION	Efficiencies	Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.	24.2	23.1
INSTRUCTION	Efficiencies	Student graduation rates (first-time freshmen cohort students graduating within 4 years)	40.9%	54.0%
INSTRUCTION	Efficiencies	Student graduation rates (first-time freshmen cohort students graduating within 6 years)	57.0%	67.8%
INSTRUCTION	Efficiencies	Student graduation rates (first-time freshmen cohort students graduating within 8 years)	58.3%	68.9%

PROGRAM		Measure*	Most Recent IHL System Value	Most Recent UM Value
INSTRUCTION	Efficiencies	Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions (ACS Median Household Income \$49,111).	35.2%	37.3%
INSTRUCTION	Efficiencies	Dollars spent on remedial coursework.	\$2,172,970	\$622,493
INSTRUCTION	Efficiencies	Total state expenditures per total FTE students.	19,705	19,241
INSTRUCTION	Efficiencies	Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).	79.0%	80.8%
INSTRUCTION	Efficiencies	Percentage of enrolled graduate students who complete graduate degree.	71.5%	83.4%
INSTRUCTION	Outcomes	Percentage of state's population age 25 years and over with a bachelor's degree or higher	25.1%	
INSTRUCTION	Outcomes	Number of graduates in high-need disciplines (Science, technology, engineering, math, education, and nursing combined).	4,975	1,032 excludes UMMC
INSTRUCTION	Outcomes	Number of graduates in high-need disciplines (Science, technology, engineering, & math).	3,376	798 excludes UMMC
INSTRUCTION	Outcomes	Number of graduates in high-need disciplines (Health).	707	60 excludes UMMC
INSTRUCTION	Outcomes	Number of graduates in high-need disciplines (Education).	892	174
INSTRUCTION	Outcomes	Number of graduates in teaching from Mississippi public higher educational institutions.(AY2025)	1,023	211
INSTRUCTION	Outcomes	Licensure exam pass rates for graduates with four-year degrees (undergraduate Praxis). (2025)	Not Available	Not Available
INSTRUCTION	Outcomes	Licensure exam pass rates for graduates with four-year degrees (All undergraduate licensure pass rates).	Not Available	Not Available
INSTRUCTION	Outcomes	Licensure exam pass rates for graduates with four-year degrees (Other undergraduate licensure).**	73.3%	50.0%

PROGRAM		Measure*	Most Recent IHL System Value	Most Recent UM Value
INSTRUCTION	Outcomes	Licensure exam pass rates for graduates with four year degrees (NCLEX-RN).	99.0%	99.1%
INSTRUCTION	Outcomes	Licensure exam pass rate for graduate school graduates (graduate Praxis)	90.9%	90.3%
INSTRUCTION	Outcomes	Licensure exam pass rate for graduate school graduates (All graduate licensure pass rates).	85.1%	79.1%
INSTRUCTION	Outcomes	Licensure exam pass rate for graduate school graduates (other licensure)***	81.8%	76.6%
RESEARCH	Outputs	Dollar value of total external research grants and contracts awarded to Mississippi public universities.	\$634,083,862	\$188,227,931
RESEARCH	Outputs	Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.	83.0%	75.9%
RESEARCH	Outcomes	Number of patents obtained by Mississippi public universities in emerging technologies. (FY 2019)	ISSUED: 17 FILED: 61	ISSUED: 4 FILED: 25

*Source: IHL, 2028-2032 5-Year Strategic Benchmark Report, June 2026 unless otherwise noted. Metrics current as of July 1, 2025.

**Undergraduate licensure pass rate data: Associate for Social Work Board-LSW, 47.4% licensure pass rate; Registration Examination for Dietetics, 53.3% licensure pass rate; Certified Park & Recreation Professional exam pass rate, no exams, all for AY 2025

*** Graduate licensure pass rate data: PRAXIS II-SLP, 89.1%; PRAXIS II Professional School Counselor, suppressed; PRAXIS II School Leaders Licensure Assessment, 91.7%; Association for Social Work Board-LMSW, 46.5%; Association for Social Work Board-Clinical, 45.5%; Registration Exam for Dietetics, 78.6%; Examination for Professional Practice in Psychology, 100%; North American Pharmacist Licensure Examination, 90.8%; Bar Exam, 78.2%, all for AY 2025.



THE UNIVERSITY OF
MISSISSIPPI

Off-Campus 253-06

**FIVE-YEAR STRATEGIC PLAN
2028-2032**

Presented to
**Board of Trustees
State Institutions of Higher Learning**

JULY 2026

UNIVERSITY OF MISSISSIPPI

OFF-CAMPUS 253-06

1. Comprehensive Agency Mission Statement:

The mission of the University of Mississippi-Tupelo, University of Mississippi-DeSoto, University of Mississippi-Grenada, University of Mississippi-Booneville, and University of Mississippi-Rankin Center is to extend the academic and public service resources of the University of Mississippi to the citizens of Mississippi. By doing so, they aim to enhance the academic, social, financial, and cultural well-being of these citizens. These campuses provide place-bound traditional-age and non-traditional adult students with opportunities to obtain university degrees and enhance their job skills.

2. Statement of Agency Philosophy:

The University of Mississippi Regional Campuses are dedicated to enhancing the academic, social, financial, and cultural well-being of Mississippi's citizens. Our faculty, administration, and staff uphold the same rigorous academic, personal, and professional standards as the University of Mississippi. With unwavering integrity and care for our students, we commit to:

- Providing high-quality education to both traditional-age and non-traditional adult students who are bound to specific locations.
- Upholding the values expressed in the University's Creed.
- Facilitating progress in degrees, certifications, and job skills to improve the lives of the Mississippians served by our regional campuses.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal: Provide accessible, high-quality public higher education at an affordable cost. We aim to prepare Mississippians to become productive, financially self-sufficient members of society. Additionally, we strive to meet Mississippi's human resource needs and those of its employers, including fostering job creation through the commercialization of university-based research.

Relevant Benchmarks:

- 1) Number of degrees awarded to adult learners who enter college for the first time at age 23 or older.
- 2) Percentage of degrees awarded in 4, 6, or 8 years to adult learners who enter college for the first time at age 23 or older.
- 3) Number of graduate degrees awarded.
- 4) Number of undergraduate degrees awarded per 100 undergraduate FTE enrollment.
- 5) Number of graduate degrees awarded per 100 graduate FTE enrollment.

- 6) Percentage of part-time students completing 12 credit hours within one academic year.
- 7) Percentage of enrolled graduate students who complete a graduate degree.
- 8) Percentage of full-time students completing 24 credit hours within one academic year
- 9) Percentage of the state's population age 25 years and over with a bachelor's degree or higher.
- 10) Number of Degrees (Graduate & Undergraduate) Awarded in the Education Field
- 11) Number of graduates in high-needs disciplines (Education).
- 12) Number of undergraduate degrees awarded.

4. Overview of the Agency's 5-Year Strategic Plan:

a. The University of Mississippi – Tupelo Regional Campus

During the next five years, UM-Tupelo (UM-T) will continue its mission of academic outreach and service to the greater Tupelo community and northeast Mississippi. UM-T plans to continue expanding and enhancing its longstanding partnerships with Itawamba Community College, Northeast Mississippi Community College, and the area's public school systems. Relationships with ICC and NEMCC will be crucial to the success of UM-T as community college enrollment continues to decline at an alarming rate.

Due to declining community college enrollment and a lack of programmatic growth, UM-T has struggled to maintain stable enrollment in previous years. However, the community colleges with which we are partnered are starting to show an increase in enrollment. Overall enrollment is anticipated to be slightly higher this year. The enrollment data from the 2025-2026 Academic year shows a 10.7% increase for the Fall 2025 semester and a 7.1% increase for the Spring 2026 semester. Preliminary data suggest a 5-7% increase for the 2026-2027 academic year.

Recent developments will help UM-T meet these challenges. Over the past decade, there has been minimal expansion of programmatic offerings at UM-T. The campus has recently begun offering the B.A. in Allied Health Studies, in addition to the B.S. in Communication Sciences, the B.A. in Secondary Education with a focus on Social Studies, and the B.A. in Secondary Education with a focus on English. It is also anticipated that UM-T will soon offer an undergraduate degree that accepts technical credit from A.A.S. programs at public community colleges in Mississippi.

With community college enrollment levels stabilizing, UM-T is working diligently to adopt a more recruitment-focused mindset to maximize the number of transfer students. UM-T continues to focus on building relationships with local employers. The Northeast Mississippi Workforce Education Incentive scholarship continues to grow in popularity, providing additional financial aid to employees of Community Development Foundation member organizations.

With the creation of the "Home Campus" designation to better capture true enrollment at UM-T, new efforts are underway to develop a more comprehensive marketing strategy. UM-T has invested resources heavily into an expanded social media presence that seeks to identify students who desire both online and face-to-face programs. This has enabled UM-T to target a broader, more diverse population of potential students.

UM-T continues to increase the utilization of social media, text messaging, and other previously underutilized communication methods. Distance learning continues to account for roughly 20% of all courses offered. Offering courses via technology is crucial to UM-Tupelo's ongoing success, given the regular challenges experienced in recruiting faculty for face-to-face offerings. The increased use of distance learning has been a basis for discussion of collaborative recruiting efforts with the other three regional campuses to ensure courses have adequate enrollment. As time progresses, distance learning will work in collaboration with the growth of online course offerings to provide additional learning opportunities for students who require a flexible schedule.

UM-Tupelo will continue to place greater emphasis on retention and student success activities. With the forecasted decline in enrollment at ICC and NEMCC, it is imperative that UM-T retains all enrolled students. Historic retention efforts have been minimal and lacked continuity from year to year, yet retention levels remain equal to or greater than those found on the main campus. UM-T staff continue to develop multiple new events to engage students. As a commuter campus, it is both challenging and crucial to create a campus atmosphere that offers students social activities. The Writing Center continues to be used by students and serves as one of the campus's only on-site tutoring options.

In partnership with the University Counseling Center, UM-Tupelo now offers expanded mental health services and counseling through a new tele-mental health platform. This program will support retention efforts by providing students with greater access to counselors and resources made available through UCC.

The next five years will be critical for UM Tupelo. In April 2024, the UM-T leadership changed with the hiring of a new Director. This change in leadership will be pivotal in the success of UM-T going forward. With a forecasted decrease in the number of high school graduates in our region and ongoing declines in community college enrollment, it will be imperative that success be defined as minimizing enrollment declines on campus. Strategic efforts have been made to offset the effects of the declines through contracting with a strategic consultant, reformulating the marketing mix to focus more heavily on community college relations, developing a new communications strategy, strengthening student retention efforts, and continuing to advocate for the expansion of new programs at UM-T to serve students better. The campus is focused on three primary goals: increasing enrollment, fostering community engagement, and enhancing the overall student experience.

b. The University of Mississippi – DeSoto Regional Campus

UM-DeSoto (UM-D), located in Southaven, Mississippi (DeSoto County), is situated in the DeSoto Center, alongside its primary community college partner, Northwest Mississippi Community College (NWCC). The 2+2 partnership program promotes degree completion for regional, place-bound students. UM-D academic programs and student services also extend to students from the Greater Memphis metro area. Many of these students enrich the workforce in DeSoto County and the neighboring Mississippi counties with their job skills and knowledge.

Throughout the next several years, undergraduate degrees will increase to meet the academic needs of the students served in DeSoto County and the Greater Memphis metro area. Access to transfer scholarships and changes in degree programs' core requirements have expanded opportunities for students at Southwest Tennessee Community College in Memphis to transfer to UM-D. Currently, UM-D offers all junior- and senior-level coursework to complete degree programs in accountancy, business, applied sciences, integrated marketing communications, elementary education, and psychology. The Bachelor of Multi-Disciplinary Studies and the University Studies bachelor's degrees continue to provide opportunities for degree completion for place-bound traditional and non-traditional adult students. UM-D also utilizes inclusive and equitable hiring processes set forth by the university. The UM-D regional campus has 16 residential faculty members who currently deliver coursework, as well as adjuncts and Oxford residential faculty. Professional graduate degrees are also vital to meeting the needs of the region. The UM regional campuses are working on an initiative to have a bachelor's degree approved by the academic coordinating board to accept Career Technical Education credit (CTE), which will help improve enrollment in today's economy.

Like other academic institutions across the U.S., UM-D was affected by the COVID-19 pandemic's lingering effects on recruitment and retention during the previous five academic years. Distance learning continues to upgrade its learning technology. To expand the number of Oxford educational programs offered at UM-D, distance learning will continue to be an essential course delivery method, providing high-quality academic programs on the UM-D campus. UM-D will continue to seek opportunities to enhance online and hybrid course offerings, thereby increasing accessibility for both traditional and non-traditional students.

UM-D staff will be required to promote recruitment, retention, and graduation rates. A new director of UM-D was hired and began work in July 2024. This hire has been pivotal to the successful implementation of UM-D's strategic initiatives. UM-D recognizes the importance of meeting the diverse needs of both traditional and non-traditional adult students. To achieve this, academic support services will continue to expand, particularly for those taking online courses. Key areas of focus include enhancing testing services to accommodate students enrolled in online courses and providing accessible and efficient testing options to ensure a positive learning experience. As UM-D adapts to changing student demographics and educational preferences, these initiatives will play a crucial role in supporting student success.

UM-D added additional materials and resources to strengthen career counseling, continuous intrusive academic advising, academic support through the writing center, disability services, veteran assistance, and psychological services.

In partnership with the University Counseling Center, we have expanded our psychological services to include tele-mental health options, such as individual sessions, group therapy, couples counseling, triage services, and crisis intervention. UM-D campus is partnering with North MS Vista Project and the McLean Institute for Public Service and Community Engagement to reach the underserved population in DeSoto County.

Additional student life programs, including academic organizations, internships, and honorary societies, will be increased. Student Services for online students from the DeSoto County region

need to be developed to have equal access to the academic and advising support services provided by the regional campuses.

A new recruitment strategy, in the form of a dual-admission program that began in the Fall 2021 semester, will continue to be utilized by first- and second-year students. This program, called Path 4, offers streamlined admission, coordinated advising, scholarship opportunities, joint services and activities, and marketing strategies. The Path 4 program will also enable an NWCC student to dual-enroll in UM-D coursework, combining credit hours from both institutions to meet federal financial aid requirements. Leadership from UM-D and NWCC believes this approach will improve student retention and increase enrollment at the DeSoto Center.

UM-D reduced its leased space in a nearby strip mall in 2024 to consolidate staff and lower operational costs. A further reduction in lease space will take place in the Spring 2027 semester. NWCC continues to increase the leasing charge without increasing access to NWCC classroom space, which is another expenditure that strains a tight operational budget for UM-D

The FY 2026-2027 budget request for UM-D is to continue strengthening the consortium with NWCC. The new Path 4 program needs funding for NWCC students to dual-enroll in UM-D coursework. Faculty and students will need more technology resources as the demand for additional courses and degrees increases. Currently, UM-D offers over 25 percent of its scheduled courses through distance technology to enhance student accessibility and equity for specific degree completions at the center. More funding is needed to fully expand the Bachelor's degree programs in General Business and Psychology. The regional campuses share a dedicated professional counselor from the main campus in Oxford. This person offers several types of free counseling services to the UM-D students, staff, and faculty. Students can access this resource via cell phone, laptop, tablet, or UM-D computer 24 hours a day.

c. The University of Mississippi – Grenada Regional Campus

UM-Grenada (UM-G) is currently located on the campus of Holmes Community College-Grenada. Over the next five years, UM-G will expand its mission in the Grenada Community and the north-central Mississippi region. The UM-G campus is experiencing declining and stagnant enrollment. There are multiple factors associated with this, but primarily it is due to declining enrollment in our feeder programs at the HCC-Grenada Campus. UM-G is projected to:

- Continue to enhance the degree offerings in undergraduate and graduate programs by utilizing existing physical space and technology. The addition of the Bachelor's degree in General Business has been popular among students in the Grenada region. This program is attracting more students who need to complete a business degree. This program is expected to continue growing.
- Continue to build relationships with business and industry through partnerships with Holmes Community College.
- Enrollment has declined for the undergraduate and graduate programs offered at the UM-G campus. The marketing of the 2+2 program at Holmes Community College continues to attract transfer students; however, additional recruitment efforts beyond HCC will be

necessary to meet enrollment goals. Most of UM-G's advertising and marketing focuses on the 2+2 program.

- Provide support for online students in the Grenada region, including expanded testing services.
- Expand the opportunity for student counseling through the new tele-mental health program. This expanded service is a new partnership with the regional campuses and the University Counseling Center.

UM-G currently utilizes approximately 6,000 square feet (five classrooms) and approximately 400 square feet of office space. Future increases in enrollment, along with the growing use of distance learning formats, will necessitate additional space and resources. Additional offices have been established to support UM-G's academic functions.

d. The University of Mississippi – Booneville Regional Campus

UM-Booneville (UM-B) is located on the main campus of Northeast Mississippi Community College in Booneville in the northeast corner of the state. The campus utilizes classroom and office space in two separate buildings. UM-B serves a predominantly rural and often sparsely populated region of the state, characterized by low educational attainment and socioeconomic challenges. With many residents facing economic and educational shortcomings, UM-B is often the only path to a college degree for individuals in the service region.

UM-B has recently faced increased competition for students. Online programs from Mississippi State University, the University of North Alabama, and Faulkner University advertise heavily in the service region. UM-B has seen significant enrollment growth during the 2025-2026 academic year. The final numbers for fall 2025 show a 24.6% increase, and for the Spring 2026 semester, a 15.2% increase.

UM-B has strengthened its recruitment efforts in several ways to drive enrollment growth. New efforts are ongoing to expand recruiting in the Corinth area. Historically, recruiting efforts focused almost solely on the NEMCC/Booneville area. Corinth is the sole population center in the region and is home to numerous NEMCC graduates. UM-B has purchased billboard space and regularly staffs a recruiting area at NEMCC-Corinth. UM-B continues to recruit regularly at NEMCC-New Albany and is supported by the full offering of associate degree programs for the first time to facilitate transfer to UM-B.

The campus shifted its communications emphasis to social media, email, and text. New recruiting efforts to develop industry relationships in the Corinth area have resulted in a small number of new students. The North Mississippi Workforce Education Incentive scholarship has seen moderate growth. It provides financial aid to members of the region's largest economic development organization (The Alliance). Awareness has also increased through visibility, achieved by securing space at these well-attended regional community festivals.

UM-B has an agreement with NEMCC to allow students to be dually enrolled at both institutions. This program will provide NEMCC students with an accelerated path to enrollment at UM-B and the ability to package their financial aid more effectively when they are

concurrently enrolled at both institutions. Dual enrollment will serve as a mechanism to make a baccalaureate degree more affordable and accessible to NEMCC students.

Over the next five years, UM-B will strengthen its recruiting efforts and marketing strategy to continue the steady growth experienced by the campus. The success of UM-B is strongly dependent on the ability to offer the appropriate number of courses each semester to support timely degree completion. The rate at which academic departments adopt distance learning-friendly approaches to course delivery will have a significant impact on the success of UM-B.

e. The University of Mississippi – Rankin Center

UM-Rankin (UM-R) is located on the Hinds CC-Rankin campus. UM-R offers one program in elementary education. The partnership with Hinds CC provides elementary education graduates for Jackson Public Schools and surrounding school districts. As part of the agreement with Hinds CC, a staff and faculty office area and classrooms are available for the UM staff and faculty. Currently, one staff member from the Grenada campus assists students with admissions and provides support. Other staff members provide academic advising and financial aid assistance. At this point, there are no plans to expand other degree programs at the UM-R campus.

5. Regional Campuses External/Internal Assessment and Internal Management Systems:

External/ Internal Assessment:

The regional campuses have strengths in several areas. All four regional campuses have dedicated, trained, student-centered, professional staff who understand the needs of the place-bound traditional and non-traditional adult student. Class sizes are generally smaller (fewer than 30 per class). Each campus has strong connections with its local partner community college, giving ready access to recruiting students graduating from these Mississippi community colleges. In most academic areas, the regional campuses receive support from the academic departments on the Oxford campus. Staff located on the regional campuses serve as academic advisers, admissions and financial aid counselors, and coordinators for student and academic support services.

The regional campuses have several areas of weakness or threats. The regional campuses are closely affected by changes in the local economy and the enrollment declines occurring among the partner community colleges. Due to the economic downturn and the current pandemic, enrollments at the partner community colleges continue to decline significantly in academic pathways leading to education, criminal justice, and social work majors. Other majors, such as business and accounting, seem to be stable. The Bachelor of Multi-Disciplinary Studies degree is another program experiencing stable enrollment, with no growth over the past couple of years. The biggest challenge is the decrease in prospective students coming from partner community colleges. To address this challenge, we are exploring opportunities to identify alternative sources of students and engaging with other partners, including business and government entities, to provide additional educational opportunities for their employees. New degree programs will be added to meet the needs of the communities served and open up new markets, primarily for the

UM-D and UM-T campuses. The addition of the Allied Health Studies degree at the regionals will be beneficial in growing enrollment over the next academic year. To continue meeting the educational needs of the region, the regional campuses will expand their delivery methods for place-bound traditional and non-traditional adult students by offering more hybrid and online courses to complement the traditional live courses. Federal financial aid changes have had an adverse impact on regional campus students; many have had to drop out of school because they lack the necessary financial support to complete their degree program. Two campuses (Booneville and DeSoto) implemented a plan to allow community college students to be dually enrolled and receive federal financial aid. This new program provides the necessary resources to help students continue with a bachelor's degree. The goal is for this program to be available at all four regional campuses.

University's Internal Management System Used to Evaluate Performance:

The regional campuses participate in the University's broad-based strategic planning and program assessment process to evaluate the performance of its academic and administrative units. Each campus is assessed on a two-year cycle. Each campus also has an internal audit system.

(UM-Regional Campuses)

Students at regional campuses have the opportunity to evaluate faculty performance during the semester-end teacher evaluation process. Students also have the chance to complete satisfaction surveys. They are invited to participate in focus groups to provide further feedback on the programs and services offered on the Tupelo campus.

6. Goals, Objectives, Strategies, and Measures by Program for FY 2028 through FY 2032:

Program 1: Instruction

GOAL A: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers.

OBJECTIVE A.1. Expand the undergraduate academic programs that meet the needs of all learners at the University of Mississippi regional campuses, including high-needs disciplines like STEM, health, and education.

Outcome: Number of undergraduate degrees awarded

Outcome: Number of graduates in high-needs disciplines (Education and Allied Health)

Outcome: Number of degrees (Graduate & Undergraduate) awarded in the Education and Allied Health fields

A.1.1. STRATEGY: Partner with the academic departments at the University of Mississippi to bring the necessary academic programs, including high-need

disciplines such as STEM, health, and education, to the regional campuses. (The regional campuses are equipped to offer academic programs in the high-need area of education and allied health. STEM and other health programs are not offered due to a lack of adequate and appropriate classroom space and the cost of delivering these programs to the regional campuses.)

Output: Number of undergraduate degrees awarded in the field of education and allied health

Efficiency: Number of undergraduate degrees awarded per 100 undergraduate FTE enrollment

OBJECTIVE A.2. Expand the graduate academic programs that meet the needs of all learners at the University of Mississippi regional campuses, including high-needs disciplines like STEM, health, and education.

Outcome: Number of graduate degrees awarded

Outcome: Number of graduates in high-needs disciplines (Education and Allied Health)

Outcome: Number of degrees (Graduate & Undergraduate) awarded in the Education and Allied Health fields

A.2.1. STRATEGY: Partner with the academic departments at the University of Mississippi to bring the necessary academic programs, including high-need disciplines such as STEM, health, and education, to the regional campuses. (The regional campuses are equipped to offer academic programs in the high-need area of education and allied health. STEM and other health programs are not offered due to a lack of adequate and appropriate classroom space and the cost of delivering these programs to the regional campuses.)

Output: Number of graduate degrees awarded in the field of education and allied health

Efficiency: Number of graduate degrees awarded per 100 graduate FTE enrollment

Efficiency: Percentage of enrolled graduate students who complete graduate degree

OBJECTIVE A.3. Increase the number and percentage of degrees awarded in 4, 6, or 8 years to regional campus adult learners who enter college for the first time at age 23 or older.

Outcome: Percentage of the state's population 25 and older with a bachelor's degree or higher

A.3.1. STRATEGY: Provide needed academic and student support services that increase retention rates for adult learners.

Output: Number of degrees awarded to adult learners who enter college for the first time at age 23 and older

Output: Percentage of degrees awarded in 4, 6, and 8 years to adult learners who enter college for the first time at age 23 or older

Efficiency: Percentage of part-time students completing 12 credit hours within one academic year

Efficiency: Percentage of full-time students completing 24 credit hours within one academic year

A.3.2. STRATEGY: Develop, refine, and implement an “early alert system” for adult learners to identify students who are having difficulty in their courses.

Output: Number of degrees awarded to adult learners who enter college for the first time at age 23 or older

Output: Percentage of degrees awarded in 4, 6, and 8 years to adult learners who enter college for the first time at age 23 or older

Efficiency: Percentage of part-time students completing 12 credit hours within one academic year

Efficiency: Percentage of full-time students completing 24 credit hours within one academic year

A.3.3. STRATEGY: Add undergraduate degree programs, including applied degrees, that will provide new opportunities for adult learners to complete a bachelor’s degree.

Output: Number of degrees awarded to adult learners who enter college for the first time at age 23 or older

Output: Percentage of degrees awarded in 4, 6, and 8 years to adult learners who enter college for the first time at age 23 or older

Efficiency: Percentage of part-time students completing 12 credit hours within one academic year

Efficiency: Percentage of full-time students completing 24 credit hours within one academic year.



**THE UNIVERSITY *of*
MISSISSIPPI**

SUPERCOMPUTER 255-00

THE MISSISSIPPI CENTER FOR SUPERCOMPUTING RESEARCH

FIVE-YEAR STRATEGIC PLAN

FOR THE FISCAL YEARS 2028-2032

JULY 2026

UM – SUPERCOMPUTER 255-00
THE MISSISSIPPI CENTER FOR SUPERCOMPUTING RESEARCH
FIVE-YEAR STRATEGIC PLAN
FY 2028-2032

1. Agency Mission Statement

The mission of the Mississippi Center for Supercomputing Research (MCSR) is to **promote the public good by enhancing Mississippi's education and research environments** through **comprehensive high-performance computing (HPC) services** (defined as **equipment availability, applications software, and technical support**) to all of the campuses governed by the Board of Trustees of State Institutions of Higher Learning.

2. Statement of Agency Philosophy

The Mississippi Center for Supercomputing Research works to **improve governmental efficiency and effectiveness** by centralizing high-performance computing services for all IHL faculty, students, and researchers. The Center's fundamental value proposition is simply this: this single organization enables the IHL to avoid duplicate funding of HPC equipment and services on the individual campuses. As such, the MCSR has been an **inter-institutional efficiency program** since its founding in 1988.

3. Relevant Statewide Goals and Benchmarks

The Mississippi Center for Supercomputing Research exists to further statewide goal 2.b, **Higher Education**. The presence of MCSR enables Mississippi **students to develop highly marketable research and technical skills** and experience in HPC; enables researchers to conduct **computationally intensive research**; and empowers Mississippi universities to be **nationally competitive in obtaining research funding** support for faculty, graduate students, and equipment. As such, the Center functions to move the state toward many of its benchmarks for Universities, both Graduate and Undergraduate.

Specific Statewide Benchmarks advanced by the MCSR include:

- *Graduates in High-need Disciplines:* The MCSR works to increase the **number of graduates in high-need disciplines** (i.e., science, technology, engineering, and math) by making comprehensive high-performance computing services available in support of classroom instruction at all IHL campuses.

- MCSR staff provides individual and group training as well as direct course instruction and support to all IHL campuses. Some instruction is directly related to using MCSR resources, while other training is on more general computational topics.
- *Cost:* As an inter-institutional efficiency program, the MCSR works to **reduce the cost of instruction** to both **students** and **taxpayers** in many fields of science, technology, engineering and mathematics (STEM). Without the resources provided by the MCSR, many of the courses now supported by the Center would either need to pay for HPC access from departmental budgets, charge laboratory fees to students enrolled in these classes, or just do without entirely.
- *Quality of Learning Environment:* The Center has for many years been a key player in the **recruitment and retention of excellent faculty** in all areas of STEM. Each year more of the scientific enterprise become computationally intensive or data intensive, thus requiring the service provided by the MCSR. Faculty in these disciplines are reassured by the presence of the Center during the recruitment process and then supported by it after arriving in Mississippi.
- *Commercialization of Academic Research:* In FY2021, MCSR supported \$37.9 million in externally funded research. **Each dollar of state funds spent on the MCSR returned more than \$60 in federal grants and contracts to IHL researchers.**

4. Overview of the Agency 5-Year Strategic Plan

Standing Need for Regular Supercomputing Equipment Replacement

The MCSR's basic mission is to provide researchers in Mississippi with access to the high-performance computing resources they need in order to stay competitive with researchers from around the nation and world. This competitiveness is a moving target; each year, researchers need more resources than they needed the year before. The basic problem is that improving computer technology allows computational scientists to build ever more comprehensive studies based on ever more realistic models of the physical world; as these studies become possible, they become expected, and so funding agencies and peer reviewers demand more computationally intensive work every year. To answer this challenge, the MCSR has attempted to make major hardware upgrades that increase the computing power available to researchers each year. This has become increasingly difficult due to our budget increasing much slower than inflation.

Personnel & Technical Support

MCSR education, outreach, and collaboration initiatives broaden MCSR's impact statewide. Hundreds of students and faculty received extracurricular computational training at MCSR workshops each year. Each summer, MCSR provides training to students in the UM McNair program for undergraduate students from historically underrepresented groups. MCSR staff also provides training to visiting students in the NSF-funded Ole Miss Physical Chemistry Research Experience for Undergraduates program lead by the UM Department of Chemistry and Biochemistry. The students involved in the REU program identified the MCSR training series as one of the best and most useful features of the entire summer-long program.

MCSR has supported classes at several IHLs over the past few years. In addition to access to the supercomputers, training and technical support is provided to the faculty and students to enable them to incorporate supercomputing into their courses.

Leveraging Existing Funding and Maximizing Value to Mississippi

The MCSR has accelerated efforts to augment state funding for supercomputing replacements by pursuing federal grants, contracts, and allocations, in collaboration with the research faculty and offices of the IHLs. In FY2013 the MCSR worked with a group of researchers at UM to submit a proposal to the National Science Foundation's Major Research Instrumentation (MRI) program. This was the third consecutive year for this group to participate in this competition, and this persistence has paid off. In FY2014 the project principal investigators were informed by NSF that the project was funded, with a final budget of \$300,000. In FY2015, these funds were used to establish a new, cutting-edge high performance computing cluster at the MCSR that more than tripled the raw computing power available to researchers. This machine has been a critical resource for researchers since December 2014.

In FY2016, MCSR was awarded \$60,000 from the National Science Foundation EPSCoR Track I Research Infrastructure Improvement program to provide computing services to researchers throughout the states. These funds were used to make a significant expansion to the Center's SGI UV2000 shared-memory supercomputer.

The MCSR's longevity and history of success were identified by reviewers as key strengths of these and previous proposals. MCSR's ability to demonstrate stable funding assures reviewers that sufficient technical staff and infrastructure will be available to support the proposed equipment through and beyond the grant period. Therefore, the more state funds MCSR receives, the greater leverage the Center will have to secure additional funding to maximize resources offered to Mississippi faculty and students.

New Funding Models for Facilities Expansions

In addition to pursuing large grants, many high-performance computing centers have been able to add great value for their institutions through what is commonly called a "condominium cluster" funding model. In this model, centers build large computing clusters by using their own discrete allocations to purchase shared infrastructure (racks, switches, cables, and some compute nodes) and provide skilled support (in both system administration and end-user applications), while individual researchers use grant funds to purchase nodes for the cluster. This model benefits everyone involved: the researcher gets professionally-maintained, cutting-edge hardware and software at a discount rate; the computing center gets a large cluster that it can make available to other researchers on an as-available basis; and the institutions save a great deal of money.

In FY2012, the MCSR took a first step into the "condominium cluster" model. A researcher at UM used \$50,000 in federal grant funds to purchase 14 compute nodes for the Center's Altix XE Infiniband cluster. This pilot project has been very successful. The Center will be working to expand it in coming years. As the condominium cluster expands, we believe that the number of

small departmental computer clusters located across UM and the other IHLs can be reduced, resulting in improved reliability, performance, and overall cost-effectiveness of high performance computing hardware and support in Mississippi.

In FY2017, MCSR began hosting 100TB of storage space exclusively for the University of Mississippi Medical Center Data Science Department.

With the new grant-funded cluster having come online in FY2015, the MCSR now has a full portfolio of computing and data storage services into which researchers can buy “condominium”-type expansions. The model of hardware procurement is expected to remain important for years to come.

Current MCSR Equipment and Physical Environment

Two of our older systems have been retired in the past couple of years, due to licensing costs and staff time required to keep them up and running.

MCSR currently hosts two clusters. Maple is a 140 node Cray/HPE cluster with a total of 5,454 CPU cores and 45 GPUs. It was initially slated for retirement in 2026 but will now be retained indefinitely and moved to the new data center. The operating system will be changed to a free Linux to decrease software licensing costs.

Magnolia is a new 60 node HPE cluster with 6 GPU nodes. It uses the Slurm job management system, as opposed to PBS, which past MCSR systems have used.

User data is stored on a three-year-old DDN high-speed storage appliance. Unfortunately, this system can no longer be expanded and a replacement would cost more than our budget allows. Space is tight, but manageable at the moment. This will become an issue in future years.

The supercomputers and clusters host a variety of mathematics, scientific, and engineering applications, and sequential and parallel software development environments for use by students and researchers statewide. All equipment is housed alongside UM Office of Information Technology (IT) servers in the combined purpose, physically secure, climate-controlled Supercomputing Data Center. Two power generators were added to the data center by UM in FY2010, providing the ability to keep the supercomputers online for up to a week during a power outage.

A new data center is being constructed next door to the current one. Completion has been delayed until Q1 2027. Significant work will need to be done to move the existing systems to the new data center.

Schedule of Funding Needs

The MCSR has a long history of providing quality service without large increases in funding. However, the supercomputing equipment and educational programs described in this section can be expensive to purchase and implement. Modest funding increases are requested as follows, with “Operating Expenses” to include both the cost of expanded educational programs as well as increased utility costs for operating more and larger HPC systems.

Schedule of Increased Funding Needs					
(In thousands of dollars)					
	FY2028	FY2029	FY2030	FY2031	FY2032
New HPC Equipment	200	20	23	26	30
Operating Expenses	20	4	4	5	5
	50	28	30	33	35

5. External/Internal Assessment

The MCSR possesses several critical **strengths**, the most important of which is the Center’s proximity and accessibility to Mississippi researchers and the attendant quality of service made possible by this proximity. The landscape of science is changing rapidly, with more and more disciplines requiring HPC services each year. For instance, cancer researchers once worked with small data sets that could be processed easily on their desktop computers. The advent of (relatively) inexpensive desktop gene sequencers radically changed the landscape of cancer research; the Cancer Institute at the University of Mississippi Medical Center now works in collaboration with groups that produce many terabytes of genomic data. Turning this data into usable information requires high-performance computing, but UMMC does not have HPC facilities --- and many of the Cancer Institute researchers do not have the specialized skills required to use HPC machines efficiently. Because the Center is located in Mississippi and has a keen interest in the success of Mississippi researchers, the Center’s technical staff have been ready and willing to invest large amounts of time and support in the success of the CI’s projects without passing any cost to the CI or its researchers. As a result UMMC’s genomicists have been able to produce research using large data sets much faster than they otherwise would have. This dynamic has played out across many disciplines over the past few years. Further, this kind of personalized support extends to the Center’s educational mission as well; MCSR personnel have traveled throughout the state to visit classrooms and teach students to use HPC machines and software. This level of service cannot be replicated by huge national HPC centers many hundreds of miles away.

The Center’s principle **weakness** is its small size. The Center’s HPC machines are modestly sized. It is not uncommon for research groups to “outgrow” the Center’s resources as their efforts mature. A successful faculty member will get more proposals funded, hire more students, produce more data, and require more computing power. As this happens, the group can begin to monopolize the Center’s resources; at times, as much as 75% of the Center’s CPU hours have been consumed by a single research group. This is unfair to other researchers that require the Center’s resources in order to get off the ground. Thus, as groups mature they sometimes

“graduate” from MCSR to one of the large national HPC centers. The “condominium” funding models for computational power and data storage discussed in section 4 of this document represent attempts by the Center’s management to continue serving groups whose needs have outgrown the Center’s capabilities.

Opportunities exist to mitigate this weakness by modeling the Center’s resources on those of larger HPC centers. Because the Center recognizes the occasional need to “graduate” research groups to large national centers, the agency’s management is determined to install and operate cutting-edge HPC facilities that are as similar as possible to those on offer at the world’s leading HPC centers. In short: while the MCSR cannot acquire the largest supercomputers in the world, it can install machines that are architecturally similar: smaller versions of the same computers. This eases the transition of a maturing group; for instance, a group that outgrows the MCSR’s 320-core SGI UV supercomputer could move directly and seamlessly to the National Science Foundation’s 4096-core SGI UV system at the Pittsburgh Supercomputer Center, minimizing the impact of such a transition to the researchers’ productivity and ensuring the continued relevance of the MCSR to the research group going forward.

The main external **threat** to the Center’s performance is the dwindling funding rate for research proposals made to external funding agencies. As a research support organization, the MCSR assesses itself by the total dollar value of the external (mainly federal) grants and contracts it supports. The competition for such funding grows more intense each year. As a rule, Mississippi researchers have responded well to this increased pressure, with the state’s share of all federal research spending increasing over time. However, any agency that measures its success by the number and size of federal awards is subject to fluctuations in the funding rate for new proposals that can be quite difficult to predict.

5.(A). Internal Management Systems Used to Evaluate Agency’s Performance

The Mississippi Center for Supercomputing Research is a data-driven organization. The Center management sets production goals that are quantitative and measurable. These production goals include specific targets in the following areas:

- CPU hours produced;
- number of batch jobs processed on all MCSR systems;
- number of new research accounts created;
- total dollar value of external grants and contracts;
- number of university courses supported with MCSR resources;
- number of students and faculty trained at MCSR workshops;
- total dollars requested for MCSR in research grant proposals submitted by IHL researchers;
- total federal dollars released to MCSR by IHL researchers; and,
- total federal dollars requested by IHL researchers in collaboration with MCSR.

Each year the Center’s management creates target values for each of these goals, and then carefully tracks progress toward the goals on a continuous basis throughout the year. This

continuous monitoring allows the Center's management to redirect Center resources as necessary throughout the year.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY2028 through FY2032

Program 1: Academic Support

GOAL A: Provide reliable, cost-effective high performance computing services in support of faculty and students at all Mississippi Institutions of Higher Learning.

Objective A.1. Provide high performance computing services in support of scientific research at Mississippi IHLs.

Outcome: Dollar value of research grants and contracts awarded to Mississippi public universities.

Outcome: Percentage of total federal research and development expenditures received by Mississippi public universities.

A.1.1 Strategy: Ensure that MCSR high-performance computing systems operate efficiently and effectively.

Output: Central Processing Unit (CPU) hours generated, all systems.

Output: Total batch jobs processed, all systems.

Efficiency: Total cost per CPU hour.

Explanatory: CPU time is the Center's primary product; Center management seeks (and expects) to lower the unit cost of a CPU hour each fiscal year.

A.1.2 Strategy: Enhance Mississippi IHL researchers' competitiveness for external grants and contracts.

Output: Number of new research accounts created.

Output: MCSR funded research supported (total dollars).

Output: Total federal dollars requested for MCSR by IHLs in proposals submitted.

Output: Total federal dollars released to (or spent for) MCSR from awards to IHLs.

Output: Total federal dollars requested for IHLs in proposals submitted in collaboration with MCSR.

Efficiency: Total return-on-investment (total federal research dollars supported per state dollar spent on MCSR) for the Center.

Explanatory: Outputs based on actual federal funding inflows are subject to fluctuation based on federal funding priority changes that are outside the Center's control.

Objective A.2. Provide high performance computing services in support of teaching and learning at Mississippi IHLs.

Outcome: Number of graduates in high-need disciplines (i.e., science, technology, engineering, math, education, including non-teaching areas and nursing), by discipline.

Outcome: Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).

Outcome: Number and percentage of graduate degrees awarded in science, technology, engineering, and math.

A.2.1. Strategy: Provide high performance computing services in support of IHL courses.

Output: Number of IHL courses supported by MCSR HPC resources.

A.2.2. Strategy: Provide direct instruction to IHL students and faculty through MCSR workshops.

Output: Number of IHL students and faculty trained in MCSR workshops.



**THE UNIVERSITY of
MISSISSIPPI**

Mississippi Law Research Institute 269-00

Five-Year Strategic Plan

For the Fiscal Years 2028-2032

July 2026

Mississippi Law Research Institute 269-00
5-Year Strategic Plan
For the Fiscal Years 2028-2032

1. Comprehensive Mission Statement:

The mission of the Mississippi Law Research Institute (MLRI) is to satisfy specific legal research requests from public sectors with information that helps these sectors respond quickly and appropriately to the needs of Mississippians. MLRI provides services to the legislature, universities, state agencies, the Mississippi-Alabama Sea Grant Consortium and other coastal and marine policy partners, local municipalities and planning departments, and law enforcement agencies of all kinds, to enable appropriate and well-informed policies and practices that benefit all our citizens.

2. Statement of MLRI Philosophy

The Mississippi Law Research Institute contributes to the health and effectiveness of the state's public sector by providing it with careful, critical, unbiased legal research and information. MLRI believes that when the legislature, law enforcement, and other public entities have access to solid, current, and accurate legal information, they can design thoughtful and appropriate policies and practices that will provide the maximum benefit to our citizens. For this reason, the philosophy of MLRI is to respond quickly and with the deepest and most accurate research possible to our public sector partners, providing each request with high-value information.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal:

To create an efficient government.

Relevant Benchmarks:

- number of legal research requests completed for the legislature, state agencies, local governments, and other public sector partners
- number of publications, trainings, and other instruments of technical assistance produced for the state and local public sector partners

4. Overview of the MLRI's 5-Year Strategic Plan

With sufficient additional funding, MLRI will focus on two areas of work to improve services in the next five years. We will (1) work to increase the number of research requests we can satisfy, and we will (2) use our knowledge and expertise to increase the number of leadership research projects it produces. The first group is important because those projects respond to direct needs and requests from the Legislature and from state and local public sector partners. The second group of projects allows MLRI to look at the needs of the state from a broader perspective, and offer research and information that anticipates the needs of the public sector.

Rationale:

Within MLRI, research attorneys specialize in certain subject areas, and therefore serve different public sectors. One research attorney completes research projects for the legislature, for example, and he often receives assistance from other MLRI attorneys depending on what specialty is needed. Another research attorney specializes in law enforcement; in response to the needs from this sector, she writes, publishes, and distributes annual legal procedure manuals that guide law enforcement personnel in proper procedure, taking into account any changes in the law. This tool, used by both local and statewide law enforcement officers and departments across Mississippi, ensures that officers on the ground understand the proper procedures required to enforce current law.

MLRI also has research attorneys working in the area of intellectual property, an understanding of which is increasingly critical to our public universities and to other state agencies. The ocean and coastal section provides timely research and information on key ocean and coastal developments that impact coastal communities, particularly in the Gulf of Mexico. Another attorney specializes in local-level issues, answering requests from municipal planning departments, school boards, and other local entities.

MLRI's biggest resource, then, is the extensive body of knowledge and expertise each staff member represents—in fact, we have few expenses outside of personnel. MLRI's aim is always to apply its resources as deeply and widely as possible for the greatest possible benefit of Mississippians, a challenge for such a lean agency.

Plan:

Over the next five years, MLRI plans, budget allowing, to increase the number of research projects we complete at the request of the legislature and public sector partners at the state and local level, and to increase the number of leadership projects: legal research reports that respond to an anticipated need rather than a direct request, as well as newsletters, seminars, and other outreach efforts that anticipate the legal information needs of our public sector partners.

Because our current staff already works at capacity, we plan, contingent upon sufficient additional funding, to increase our legal research services by adding Law Research Fellows and/or staff attorneys as our budget allows, which the current budget does not allow. Two-year, competitive fellowships would allow us to add highly qualified attorneys to our staff to work deeply in a particular content area without having to add another full-time staff position. We would like to have at least one fellow per year in the second year of this plan, and at least two fellows per year in the last three. We estimate that these fellows will generate legal work and research that, like all of MLRI's work, is valued at more than three times their budgetary cost, for the sole benefit of Mississippi's public.

If the budget allows, MLRI also would like to expand its services to public sector partners by adding on-site technical assistance to deepen the benefit of the materials and research it provides.

Our law enforcement research attorney, for example, would conduct additional training sessions for law enforcement agencies that use MLRI's handbooks (*Rules of the Road*; *Mississippi Law Enforcement Officer's Handbook*; *Model Form Affidavit Book*). Sessions will include overviews and explanations, and will allow officers to ask about the practical procedure required in situations that they encounter on the ground. This additional training will contribute directly and significantly to improved law enforcement in the state. MLRI's Intellectual Property attorneys provide consultation, research, and publications to the state's public colleges and universities; during FY2028, MLRI would expand the number of on-site trainings provided by its research attorneys. Universities have an ever-increasing need for their faculty and research staff to understand fully the many issues surrounding copyright and related topics—what can they use of others' work? How do they protect their own work? How do they parlay the results of their research into viable businesses?

5. External/Internal Assessment & Management Systems

5.1 External / Internal Assessment

- A change in MLRI's authorizing statute could impact agency goals, objectives, and scope of work. In such case, staff would immediately reassess agency priorities and outcomes.
- The Mississippi-Alabama Sea Grant's legal program, housed within MLRI, depends upon external funds for much of its work.
- Changes to MLRI's public sector partners would impact the nature of their work and therefore the nature of research requests and service needs they would bring to MLRI.
- A change in the University of Mississippi's budget situation could affect us: currently, UM provides rent-free office space, utilities, and support. Were the University to have to withdraw any of those elements, our budget would be most adversely affected. Because such a large majority of our budget is personnel, with only the bare minimum left over for computers, phone, and office equipment, such a change to our budget would force us to reduce personnel. We have a very positive relationship with UM, and believe such a change would only occur if the financial circumstances of the University itself were markedly changed.

5.2. Internal Management Systems Used to Evaluate MLRI's Performance

MLRI is a department of the University of Mississippi School of Law and as such operates within the policies and procedures established by the University. MLRI staff also meets regularly to assess progress toward stated objectives and outcomes, and participates in an annual evaluation process; MLRI has established policies to manage any shortfalls or to retool, if necessary. All decisions are made in light of the needs of our public sector partners and of Mississippians. MLRI takes advantage of improvements in technology to increase efficiency and accountability, and to serve the state better and more quickly.

6. Agency Goals, Objectives, Strategies and Measures by Program for FY 2028 through FY 2032:

Program: Research

Goal A: Legal Research for the Mississippi Legislature - to contribute to an efficient government (*Statewide Strategic Plan*); to promote and encourage the clarification and simplification of the law, and to perform research and prepare reports on matters of law in support of the Legislature (Miss. Code Ann. § 57-55-5).

Objective A.1.: Perform law research as requested by Legislators and legislative staff.

Outcome: law research completed for Legislature

A.1.1. Strategy: Respond to requests for research and information from legislators and legislative staff.

Output: major research projects completed

Output: minor research projects completed

Efficiency: avg research project cost, \$3600; avg value of each project, \$9000

Goal B: Legal Research for State Agencies and other Public Sector Partners - to contribute to an efficient government (*Statewide Strategic Plan*); to advise and assist state agencies and associations by performing law research and preparation of related material, such as statutes and ordinances, reports, manuals, handbooks, codes, and conducting courses of instruction for the more efficient application of law and utilization of governmental resources; and to prepare and publish texts and other scholarly works on law and procedure to aid in the administration of government within the state. (Miss. Code Ann. § 57-55-5)

Objective B.1.: Provide research and publications to law enforcement agencies around the state; provide research for Mississippi public universities to assist in protecting and advancing intellectual property; and provide legal research and consulting to decision-makers regarding coastal areas, wetlands and waterways.

Outcome: law research completed for state agencies

B.1.1. Strategy: write, produce, publish, and distribute three key law enforcement publications; respond to requests for Intellectual Property research from Universities, state agencies, and other public sector partners; and, respond to requests for legal research from the Mississippi-Alabama Sea Grant community, state and federal agencies, and other public sector partners with a need for updated and accurate legal information about coastal lands, wetlands, and waterways as well as publish periodic newsletters to the same constituents.

Output: major research projects completed

Output: minor research projects completed

Efficiency: avg research project cost, \$3600; avg value of each project, \$9000

Goal C: Legal Research for Local/Municipal Government - to contribute to efficient government (Statewide Strategic Plan); to advise and assist local governments and associations by performing law research and preparation of related material, such as statutes and ordinances, reports, manuals, handbooks, codes, and conducting courses of instruction for the more efficient application of law and utilization of governmental resources; and to prepare and publish texts and other scholarly works on law and procedure to aid in the administration of government within the state. (Miss. Code Ann. § 57-55-5)

Objective C.1.: Provide legal research to local-level entities such as municipalities, school boards and other public sector partners that work to improve local government efficiency and service.

Outcome: law research completed for municipalities and other public sector partners working at the local level

C.1.1. Strategy: Respond to requests for research and information from municipalities, city departments, school boards, local governmental commissions, and other public sector entities working at the local level.

Output: major research projects completed

Output: minor research projects completed

Efficiency: avg research project cost, \$3600; avg value of each project, \$9000



Mississippi Mineral Resources Institute 258-00

Five-Year Strategic Plan

For the Fiscal Years 2028-2032

July 2026

**MISSISSIPPI MINERAL RESOURCES INSTITUTE
FIVE-YEAR STRATEGIC PLAN
FY 2028-2032**

1. Comprehensive Mission Statement for the Agency

To provide the citizens of Mississippi and the nation—across both the public and private sectors—with the scientific expertise and knowledge needed to make informed decisions regarding natural resources and environmental stewardship. Through excellence in research, education, and outreach, MMRI promotes economic development by advancing innovation and supporting the development and retention of a highly skilled workforce.

2. Statement of Agency Philosophy

The Mississippi Mineral Resources Institute (MMRI) was established in 1972 by the Board of Trustees of the State Institutions of Higher Learning to advance research, education, and public service in support of Mississippi's natural resources and economic development.

To fulfill its mission, the Institute is guided by the following principles:

- Promote the responsible development of energy, critical mineral, and industrial mineral resources within Mississippi and the nation while ensuring environmental stewardship.
- Conduct research on geological and environmental hazards, assess their potential impacts on communities and infrastructure, and develop strategies for risk mitigation and resilience.
- Foster technology transfer and collaboration among academia, industry, and government to accelerate innovation and practical applications of research.
- Prepare the next generation of scientists and engineers by providing high-quality education, research opportunities, professional experience, and financial support in disciplines aligned with the Institute's mission.

MMRI fulfills its mission through close collaboration with industry partners and federal, state, and local government agencies to identify and address emerging research challenges. The Institute conducts applied research on energy, critical minerals, and other strategic natural resources; provides experiential learning and workforce development opportunities for students and professionals through active participation in research projects; disseminates scientific findings to government agencies, industry, and the public; and engages in outreach and community service activities that promote informed decision-making and responsible resource management.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Relevant Benchmarks #1:

- Percentage contribution of agriculture, forestry, fishing, and hunting sector to state's gross domestic product
- Number of jobs in each of the Mississippi Development Authority's seven targeted industries: advanced manufacturing, aerospace, agribusiness, automotive, energy, healthcare, and shipbuilding

Statewide Goal #2: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research

Relevant Benchmarks #2:

- Number of graduates (undergraduate and graduate) in high-need disciplines (i.e., science, technology, engineering, and math), by discipline
- Dollar value of research grants and contracts awarded to Mississippi public universities

Statewide Goal #3: To ensure that current and future generations have access to the state's abundant natural resources through protection, conservation, and wise development of those resources

Relevant Benchmarks #3:

- Locate and estimate the quantity and quality of natural resources
- Number of companies developing the state's natural resources

4. Overview of the Institute 5-Year Strategic Plan:

The MMRI has established research priorities for the next five years, described briefly below. The MMRI conducts research in four (4) topical areas; energy and mineral resources, marine resources and environment, geodata analytics and modelling, and geo-hazard. These research programs draw on the collective expertise of MMRI scientists that work as a team to complete key research and education areas relevant to the MMRI mission. Educational and training opportunities are available for students and professionals in all areas of research.

Mineral and Energy Resources: Over the next three to five years, the Mississippi Mineral Resources Institute (MMRI) plans to expand its research capacity in energy and geo-resources by hiring an additional research staff member at an estimated annual cost of \$90,000. This new position will focus on advancing energy and geo-resource research, establishing strong collaborations with the private sector, and contributing to Mississippi's economic development. The new scientist will also supervise and advise up to three students conducting energy-related research and will develop specialized training courses to support the professional development of the technical workforce. In parallel, MMRI plans to support three additional students, at a cost of \$24,000 per student per year. The Institute will also continue to expand the energy data housed in the Ridgway

Data Center—established through a generous contribution from UM alumnus Julius Ridgway—with the goal of creating a comprehensive and accessible archive of oil and gas data for Mississippi. Maintenance and continued development of this archive will require hiring a dedicated webmaster and database specialist, at an annual cost of \$60,000.

Marine Resource and Environment:

The MMRI possesses a marine branch called the Center for Marine Research and Environmental Technology (CMRET). CMRET was established by Congress in 1988 as part of the Mineral Institutes Program and was reauthorized under the Marine Minerals Resources Research Act of 1996. CMRET conducts marine research primarily in the Gulf of America, extending from deep waters to coastal zones, including estuaries, streams, impoundments, surface waters, and groundwater resources throughout the state. MMRI-CMRET possesses the capability to design and build both terrestrial and marine technologies required to support this research. Over the next five years, MMRI plans to expand its marine research team by adding one additional marine scientist, at an estimated annual cost of \$100,000. This expansion is necessary due to growing research demands related to the revitalization of Mississippi’s oyster industry, as well as increased marine geological investigations stemming from Executive Order 14156, “Immediate Measures to Increase American Mineral Production.” These expanded efforts will focus on the development of innovative methods, tools, and sensors for critical mineral research and assessment, spanning from terrestrial environments to the deep sea.

Geodata analytic and modelling: Geospatial analysis is undergoing a transformative evolution. The emergence of advanced technologies, the proliferation of big data, and the increasing demand for high-resolution, real-time spatial insights are rapidly outpacing traditional approaches to geoscientific mapping and resource assessment. To maintain its leadership in applied geoscience and respond to these emerging demands, MMRI wants to expand its research capabilities in Artificial Intelligence and Machine Learning (AI-ML), with a particular focus on geoscience applications. As part of this effort, MMRI will recruit a full-time AI-ML scientist with expertise in geospatial data analytics, mineral resource evaluation, and environmental modeling. This new team member will play a critical role in developing innovative tools and methodologies to automate data interpretation, enhance prediction models, and streamline the integration of multi-source geospatial datasets. The addition of this position, with an estimated annual cost of \$80,000, will also strengthen MMRI’s capacity to collaborate with private industry, other research institutions, and federal agencies. Furthermore, the AI-ML specialist will contribute to workforce development through the mentorship of graduate students and the creation of technical training programs that prepare the next generation of geoscientists for data-intensive careers. By investing in this area, MMRI positions itself at the forefront of intelligent geoscience and reaffirms its commitment to providing the State of Mississippi with cutting-edge research, technological innovation, and strategic economic insight.

Geo-hazards: Natural hazards research at MMRI includes all hazards resulting from natural events that affect human activity and/or structures, including earthquakes, flood

analysis, levee stability analysis, and many more. In the next 3-5 years, the MMRI anticipates adding two new geological/geophysical researchers with a focus on recent earthquake activity, levee stability and under seepage issues. With the extensive levee systems in Mississippi, it is critical that more research and education be available to understand and prevent failure of these critical flood control structures.

5. External/Internal Assessment and Internal Management Systems

- a) Global geopolitical instability, including multiple armed conflicts and trade disruptions, continues to cause significant fluctuations in the prices of energy and mineral commodities. It is expected that such instability will continue to impact the energy market worldwide. These changes will impact exploration priorities, market behavior, and the demand for applied geoscience research.
- b) In 2028, the Presidential election might cause a change in the federal administration. This could trigger new strategic priorities and policy directives regarding energy independence, critical minerals, and environmental regulation. These shifts will directly influence how federal agencies allocate research funding. While MMRI's research portfolio may be affected in focus or funding mechanisms, the rising national demand for energy and mineral resources suggests continued relevance and strong interest in MMRI's mission.
- c) Government policies—both at the federal and state levels—pertaining to energy development, environmental regulation, and critical mineral sourcing will influence the scope and direction of MMRI's energy and geo-resource research agenda. MMRI must remain agile to respond effectively to such evolving policy landscapes.
- d) The pace and scale of federally funded restoration initiatives in the Gulf of America may fluctuate due to political or budgetary shifts. While project timelines may be affected, the underlying need for coastal and marine research is expected to persist or grow, particularly in the context of ecosystem resilience, fisheries, and offshore energy.
- e) AI and ML technologies are becoming essential across all domains of natural resource research, from mineral exploration and seafloor mapping to climate modeling and environmental monitoring. MMRI anticipates increased demand for expertise and innovation in this area and is positioning itself accordingly.
- f) The frequency and severity of natural disasters—such as floods, earthquakes, and hurricanes—underscore the importance of geological and geophysical hazard assessments. MMRI will remain prepared to contribute to disaster response and risk mitigation through targeted investigations and partnerships with emergency management agencies.

5.1 Internal Management Systems Used to Evaluate Agency's Performance

MMRI is governed by a Director, assisted by an Associate Director and supported by two administrative staff members. The Director serves as both the technical and administrative leader of the institute, providing strategic guidance and acting as the primary liaison between MMRI and state and federal agencies, industry partners, and other external stakeholders. MMRI manages grants and institutional resources in accordance with the policies and procedures of the University of Mississippi. Rigorous oversight of the appropriate use of funding and resources is ensured through multiple layers of review and accountability, including the School of Engineering, the Office of Research and Economic Development, and the University of Mississippi Financial Operations.

MMRI conducts regular monthly staff meetings to ensure efficient operations, effective communication, and the equitable sharing of responsibilities and project outcomes. Progress reports for ongoing research activities are prepared and submitted in accordance with the requirements of sponsoring agencies. When appropriate, results from MMRI projects are disseminated through publications in the professional and scientific literature.

6. Agency Goals, Objectives, Strategies and Measures

Goal A: To conduct research and educational activities promoting the wise use of the state's mineral and energy resources.

Objective A.1: Enhance knowledge and accessibility of Mississippi's industrial mineral resources

Outcome A.1: Increased public and industry awareness and understanding of Mississippi's industrial mineral resources.

Strategy A.1: Research and publish information on the Mississippi's industrial mineral resources responsibly.

Outputs:

1. Online portal launched for easy access to the Institute's data and research results.
2. Increased number of undergraduate research projects through partnerships with regional universities and colleges.
3. MMRI Director, co-authored the Report "2026 Mississippi Natural Resources Summit: Critical Materials in the State". The report can be found at https://mcusercontent.com/08cb3e52aa1308600f84d49ea/files/1b1fe4a9-2401-b4b8-e7e0-f4910be01da8/MDA_2026_Critical_Minerals_Report.pdf.
4. Regular public seminars and workshops hosted.
5. Expanded research topics to include emerging mineral resources and innovative extraction technologies.
6. Published comprehensive studies on the environmental impacts of mineral extraction and usage.

Efficiency:

1. Measure the number of visits and user interactions on the online portal.
2. Track the number of undergraduate research projects initiated and completed.
3. Count the number of seminars and workshops conducted annually and their attendance rates.
4. Evaluate the diversity and number of new research topics initiated each year.
5. Monitor the publication and distribution of comprehensive studies and their citations in academic and industry literature.

Explanatory:

1. The online portal will provide centralized access to valuable data and research results, facilitating informed decision-making.
2. Collaborative undergraduate research projects will foster academic-industry partnerships and practical learning experiences.
3. Public seminars and workshops will serve as platforms for knowledge dissemination and stakeholder engagement.
4. Expanding research topics will ensure the Institute remains at the forefront of emerging trends and technologies in mineral resources.
5. Publishing comprehensive studies on environmental impacts will contribute to sustainable resource management practices.

Objective A.2: Foster collaboration with the energy industry to promote the sustainable use of the state's mineral, oil, and gas resources.

Outcome A.2: Strengthened partnerships and improved practices in the energy industry regarding resource management.

Strategy A.2: Coordinate with the energy industry to promote understanding and wise use of the state's mineral, oil, and gas resources.

Outputs:

1. MMRI supported the University of Mississippi Research Foundation to establish a Master Research Agreement with the Mississippi Development Authority “Innovating Energy and Natural Resources for Mississippi's Resilience and Economic Growth”
2. MMRI participated in the 2026 Natural Resources Summit held January 27, 2026 at the Westin Jackson.
3. MMRI partnered with MDA to respond the Department of Energy CRITICAL MINERALS & MATERIALS ACCELERATOR (CMAA) - TOPIC AREA 3A (TA1-0003589) funding opportunity, creating The Mississippi Critical Mineral Consortium’s BRINE-UP (Brine Resource Integration & Next-gen Extraction for UP-scaling).

Efficiency:

1. Count the number of forums held and industry representatives participating.
2. Track the number of joint research projects initiated and completed.
3. Measure the number of internships offered and student participation rates.
4. Monitor the frequency and impact of policy consultations provided.

Explanatory:

1. Industry forums will facilitate ongoing dialogue and collaboration between researchers and industry stakeholders.
2. Joint research projects will leverage expertise and resources from both academia and industry to address key challenges in resource management.
3. Internship programs will provide students with practical experience and industry exposure, preparing them for careers in related fields.
4. Providing policy consultation will ensure that state resource management policies are informed by the latest research and best practices.

Goal B: To expand and maintain our database of Mississippi mineral, energy, and water resources.

Objective B.1: Enhance the comprehensiveness and accessibility of the Ridgway Data Center's archive.

Outcome B.1: Increased utilization and recognition of the Ridgway Data Center's archive by research and business communities.

Strategy B.1: Continue adding oil and gas well logs to the Ridgway Data Center's archive and serve this freely for research and business communities.

Outputs:

1. Accelerated process of adding new well logs to the database.
2. Increased number of student internships focused on digitizing and uploading well logs.
3. Improved user interface of the digital archive for easier access by researchers and industry professionals.
4. Integrated well log data with other geological and geophysical data.
5. Incentives provided for publishing research based on the well log data.

Efficiency:

1. Measure the rate of well logs added to the database annually.
2. Track the number of student internships created and filled.
3. Evaluate user satisfaction and accessibility of the digital archive interface.

4. Monitor the integration process and usage of well log data with other datasets.
5. Assess the number of publications and citations resulting from the use of well log data.

Explanatory:

1. Enhancing the well log collection will provide a more comprehensive resource for researchers and industry professionals.
2. Expanding student employment will support the database's growth while providing valuable training opportunities.
3. An improved user interface will facilitate easier access and usability of the database.
4. Integrating well log data with other geological data will enable more comprehensive research analyses.
5. Publication incentives will promote the dissemination of research findings based on the database.

Objective B.2: Diversify and enhance the data types available for download from the MMRI website.

Outcome B.2: Broader and more diverse data resources available to the public and industry stakeholders.

Strategy B.2: Increase the types of data available for download from the MMRI website.

Outputs:

1. Completed development of geospatial databases for Mississippi's mineral resources.
2. Designed a user-friendly interface for easy access and visualization of geospatial data.
3. Organized outreach programs to inform industry and academia about the new geospatial data resources.
4. Added additional data types such as hydrological data and environmental impact assessments.
5. Created web map tools for downloading MMRI open file reports.

Efficiency:

1. Track the completion and availability of geospatial databases.
2. Measure user satisfaction and ease of access to the new interface.
3. Count the number of outreach programs conducted and their attendance.
4. Monitor the addition of new data types to the database and their usage rates.
5. Evaluate the number and outcomes of collaborative mapping projects.

Explanatory:

1. Developing comprehensive geospatial databases will provide valuable resources for research and industry applications.
2. A user-friendly interface will enhance accessibility and encourage more users to utilize the data.
3. Outreach programs will raise awareness and promote the use of new geospatial data resources.
4. Expanding the types of data available will address a wider range of research and industry needs.
5. Collaborative mapping projects will foster partnerships and enhance the scope and quality of available data.

Goal C: Support the marine resources research program.

Objective C.1: Enhance MMRI capabilities in marine related research, including water quality data.

Outcome C.1: Improved capacity and effectiveness of MMRI in conducting research and providing solutions for ocean related study including coastal restoration.

Strategy C.1: Expansion of the CMRET.

Outputs:

1. CMRET, became fully functional with the addition of a dedicated scientist for the marine program.
2. Continued to receive federally supported grants to conduct marine science in the Gulf of America. The first one, sponsored by the NOAA National Damage Restoration Assessment (NRDA), is monitoring the long-term impacts of Deep-Water Horizon Oil Spill on the mesophotic and deep-sea benthic community. The second one, sponsored by the Bureau of Ocean and Energy Management (BOEM) Office for strategic Resources, is assessing the potential of the Gulf of America to host critical mineral deposits.
3. Increased number of graduate research projects focusing on immediate coastal restoration needs.
4. Secured grants and investments for expanding technical services in marine environments.
5. Broadened research scope to include studies on coastal erosion, habitat restoration, and climate change impacts.
6. Developed public-private partnerships for funding innovative coastal restoration methods.
7. Acquired state-of-the-art equipment for shallow water research and technical services.

Efficiency:

1. Track the number and quality of collaborations with federal agencies.
2. Measure the number of graduate research projects initiated and their outcomes.

3. Monitor the amount of funding acquired for technical services expansion.
4. Count the number of new research studies initiated on coastal erosion, habitat restoration, and climate change impacts.
5. Track the formation and effectiveness of public-private partnerships for research funding.
6. Measure the acquisition and utilization rate of advanced equipment for shallow water research.

Explanatory:

1. Enhanced federal agency collaboration will provide necessary support and resources for coastal restoration initiatives.
2. Increasing graduate research projects will address immediate coastal restoration needs and foster academic growth.
3. Securing funding will enable the expansion of technical services and research capabilities in marine environments.
4. Expanding the research scope will address critical issues such as coastal erosion, habitat restoration, and climate change impacts.
5. Public-private partnerships will provide innovative funding solutions for coastal restoration projects.
6. Investing in advanced equipment will enhance the research capabilities and technical services of MMRI in shallow water environments.

Goal D: Development and hazard assessment in Mississippi through environmental geophysics research and education.

Objective D.1: Enhance geophysical research, application and increase external funding.

Outcome D.1: Expanded geophysical research capabilities, increased funding, and improved hazard assessment for Mississippi.

Strategy D.1: Increase the breadth and depth of geophysical research and application, with an increase in external funding.

Outputs:

1. Increased involvement of MMRI scientists in supervising graduate research theses and dissertations.
2. Identified and applied for external funding specifically aimed at geophysical research and hazard assessment.
3. Implemented strategies to ensure efficient completion of Master of Science and Doctoral programs within targeted time frames.
4. Encouraged and supported more presentations at technical conferences and seminars.
5. Initiated interdisciplinary research projects combining geophysical research with environmental science, engineering, and technology.

Efficiency:

1. Track the number of graduate theses and dissertations supervised by MMRI scientists.
2. Monitor the number and success rate of targeted funding applications.
3. Measure the time to completion for Master of Science and Doctoral programs.
4. Count the number of presentations at technical conferences and seminars.
5. Evaluate the number and outcomes of interdisciplinary research projects initiated.

Explanatory:

1. Enhancing graduate supervision will foster academic growth and produce high-quality research.
2. Targeted funding applications will increase financial resources for geophysical research and hazard assessment.
3. Streamlining graduate programs will ensure timely completion of degrees and improve program efficiency.
4. Increasing conference participation will enhance knowledge dissemination and professional networking.
5. Interdisciplinary research projects will address complex problems by integrating multiple scientific disciplines.



**THE UNIVERSITY of
MISSISSIPPI**

Center for Manufacturing Excellence 256-00

Five-Year Strategic Plan

For the Fiscal Years 2028-2032

July 2026

THE CENTER FOR MANUFACTURING EXCELLENCE
FIVE-YEAR STRATEGIC PLAN
FY 2028-2032
(256-00 UM - Center for Manufacturing Excellence)

1. Agency Mission Statement:

The Haley Barbour Center for Manufacturing Excellence (CME) educates students and cultivates leaders in manufacturing, serves industry and community, and advances manufacturing practices to support economic growth in Mississippi and beyond.

2. Statement of Agency Philosophy:

The Haley Barbour Center for Manufacturing Excellence aspires to be a premiere resource for the advancement of manufacturing in Mississippi and the surrounding region. The CME program values the unique contributions of diverse individuals and instills a commitment to continuous improvement through life-long learning. In support of these principles, the CME offers interdisciplinary educational opportunities within an innovative academic learning model that provides students with the practical experiences, fundamental knowledge, and creative practices needed to be leaders in the world of modern manufacturing. The CME works with local and multinational Mississippi companies who desire to become industry leaders through collaboration with CME students, staff, and faculty. Together, the CME and these business partners strive to serve their employees, improve business conditions, and promote economic growth throughout Mississippi.

3. Relevant Statewide Goals and Benchmarks:

The state of Mississippi's investment in developing a better manufacturing sector led to the capital necessary to establish the CME with the mission of providing unique educational opportunities to students interested in manufacturing. In this role the CME is committed to several of the state of Mississippi's key policy areas.

Key Policy Area: Education: Higher Education

Statewide Goal #1: To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resources needs of Mississippi and its employees including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks:

- Average ACT score of entering freshmen
- First-year retention rate (from fall to fall) for entering full-time freshmen

Key Policy Area: Education: Public Schools; (K-12)

Statewide Goal #2: To make available a quality K-12 public education for all Mississippians that prepared them, upon high school graduation, to enter the labor force with an employable skill or to successfully complete a higher education program.

Key Policy Area: Economic & Workforce Development

Statewide Goal #3: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

4. Overview of the Agency 5-Year Strategic Plan:

The Haley Barbour Center for Manufacturing Excellence (CME) at the University of Mississippi currently enrolls approximately 281 undergraduate students in the Manufacturing minor program. By the fall of 2026, over 580 students will have graduated from the program. With its unique educational approach, the CME has set a new standard for excellence in preparing students; a standard that many industrial and educational organizations now consider a goal that universities should be striving to achieve. The CME has the support of a wide variety of industries including aerospace, automotive, shipbuilding, and the support of national organizations such as the National Association of Manufacturers (NAM). The next five years for the program will be focused upon continued improvement and expansion of existing programs and also establishing additional offerings to better support stakeholder needs in Mississippi. The CME's strategic plan centers upon six focal areas which include: student success & academic excellence; recruitment & access pathways; industry engagement & extension services; reputation, research, & thought leadership; economic development & workforce impact; resource development & operational excellence.

The CME is currently providing undergraduate students majoring in accountancy, business, and engineering an unparalleled availability for interaction and cross-disciplinary studies through a minor degree in manufacturing. Nationally, there are graduate programs that attempt such targeted exposure for students but not at the undergraduate level. The CME has been focused on providing undergraduate students the expertise needed to become servant leaders in advanced manufacturing operations. Engineering majors are receiving a solid foundation in technical and engineering courses, and they also are interacting in a business-based setting to understand the language and skill sets needed from the business and financial viewpoints. Likewise, business and accounting majors continue to gain the core knowledge needed to become effective professionals, while having a clearer understanding of engineering and manufacturing practices. The guiding principle within the CME's educational program is a people-focused, lean manufacturing system modeled after the Toyota Production System (TPS), a widely acknowledged system in manufacturing philosophy. To our knowledge, no other university in the nation has this underlying educational goal.

The next phase of the CME's educational program will see ongoing improvement and growth of the undergraduate Manufacturing minor and also the expansion of the new Operations Leadership Endorsement which is now available to all university students. The CME program also is making progress toward the establishment of a new graduate certificate program that will provide unique educational opportunities and experiences for working professionals in industry. This new certificate program is targeted for establishment in the fall of 2027. The coursework will offer key content in lean/continuous improvement practices while additionally including key topics needed for future leaders in Industry 4.0. Potential graduate course subjects include automation, additive manufacturing, smart factories, machine learning, artificial intelligence, data analytics, supply chain optimization, etc. The education offered through this new graduate certificate will better equip Mississippi's manufacturing workforce to be prepared as leaders in the advanced manufacturing industry.

As the CME program continues to grow over the next five years, another major focus of the program's strategy will involve expanding extension service offerings to industries in Mississippi. The key component of industry engagement with the CME involves experiential classes in which CME faculty partner with Mississippi industries to identify continuous improvement projects within manufacturing facilities around the state. These projects are used as the focus for CME lean manufacturing classes in which CME faculty bring in small groups of CME students to apply lean manufacturing principles to the actual operations of industry partners. This results in excellent opportunities for students to learn from hands-on experience while also helping the host industry identify process improvements. In the past few years, the CME has worked with over twenty-seven industries around Mississippi in these experiential classes. CME leadership would like to continue to add new Mississippi manufacturers to that list of participants each year. Additionally, CME faculty have begun developing short courses that are now available to local industry as continuing education programs for their employees. These courses were initially complimentary and provided at no fee to industry. As demand is growing the CME will soon move to a fee-based model. The expansion of this program will also require a full-time faculty member to direct the extension program. Extension classes will cover content such as Lean Foundations, Line Balancing, Value Stream Mapping, MRP & Inventory Control, Negotiation Skills, Servant Leadership, etc. The CME's extension courses will offer an excellent and timely resource for companies to upskill their existing workforce.

Other key components of the CME program's operations involve economic development and workforce impact. The CME plans to provide additional support to the state in terms of involvement in economic development efforts for Mississippi. Faculty and staff will be tasked with further engagement with agencies and organizations in order to provide resources for attracting and supporting new and growing industries for the Mississippi economy. A key part of this effort will also involve substantive collaborations with community college partners in the state. Gaining support from externally funded programs will also be a key aspect in expanding these economic development and educational efforts for the CME. Finally, additional resources will also be dedicated to support CME faculty and students in their participation in scholarly research and activities. These scholarly programs will help capture the details and outcomes of the CME's unique educational model so that this information can be utilized to share the success of the program in terms of professional workforce education and development. This will

spotlight the impact that the program is having in Mississippi so that it can be promoted as a national model of excellence. The time period from FY28 through FY32 will be vital in continuing to develop and implement these new initiatives.

Specific plans for FY28: In FY27, approximately 280 students will be enrolled in the CME's undergraduate Manufacturing minor program, and the new Operations Leadership endorsement will be expanded for undergraduates at Ole Miss. Additionally, specific plans will continue toward establishing a CME graduate program by the fall of 2027. This will require hiring additional graduate level faculty to the CME's roster. In FY28, the CME program would like to expand current offerings of extension service courses to more industry partners here in Mississippi. Another major focus of the next five years within the CME will be to continue to broaden the impact that the program has on students and industries served in Mississippi. In order to enact the growth of these programs during the next five-year planning cycle, it will be imperative to secure funding commitments that will allow for the increase in the level of services that can be offered to students and the manufacturing industry. The enhanced support of these initiatives will be another positive measure that can be taken to bolster the competitiveness of Mississippi's workforce in the coming years.

- **Additional essential funding needs for FY28:**

Salary (2 New Faculty Lines): \$300,000

Fringe (2 New Faculty Lines): \$80,000

Travel: \$20,000

TOTAL: \$400,000

5. External/Internal Assessment and Internal Management Systems:

- (1) Annual internal surveys are conducted each fall semester with CME freshmen. This survey is designed to assess the perceived effectiveness of the CME's recruitment methods, the motivation for a student's decision to come to the University and join the CME, and also to identify areas for improvements to the CME's recruitment process. The most recent survey results indicate that approximately 50% of the fall 2025 freshmen class decided to attend the University based on their admission into the CME. This group consists of many non-resident students that chose to pursue their college degree in Mississippi based on their admission into the program. Several of the recent CME graduates were non-resident students who came to the state for college and to attend the CME, and upon graduation they accepted employment offers here in Mississippi. This is a great example of the CME making efforts to reverse the "brain drain" in the state's professional workforce.

- (2) Annual internal surveys are conducted with each class of CME graduates just prior to commencement in the spring semester. This assessment inquires about several areas of a CME student's experience while in the program. Questions touch upon topics related to co-op/internship participation, information on employment offers, satisfaction with career development and educational programs offered by the CME, and other items as well. A key measure of program success hinges upon the number of graduates receiving employment/graduate or professional school offers. Survey feedback on this particular question typically ranks at or near 100% placement opportunities each year.
- (3) Through the process of annual meetings with the CME Advisory Board and multiple monthly meetings with industry/co-op sponsors and experiential learning partners, the CME is provided with external feedback regarding the direction of focus and growth of the program. The CME Advisory Board is composed of executives and leaders from industry and state/national manufacturing associations who help to keep the CME focused in the proper direction. This important feedback from those who hire graduates is central to CME planning.

6. Goals, Objectives, Strategies, and Measures by Program:

Program: The Haley Barbour Center for Manufacturing Excellence (CME)

GOAL A: Attract and develop students to their full potential such that they become productive, financially self-sufficient members of industry aiding the growth of the manufacturing sector with the creation of new jobs.

OBJECTIVE A.1. Effectively attract, admit, and retain highly qualified college students into the academic programs of the CME

Outcome: Number of students enrolled in the CME academic programs

Outcome: Admission of highly qualified students (25+ ACT) (%)

A.1.1. STRATEGY: Increase the number of qualified students that submit admissions applications each year

Output: Number of CME admissions applications submitted each year (# recruited)

Output: Number of middle school and high school students involved in CME programs

A.1.2. STRATEGY: Admission of the most highly qualified students into the CME

Output: Average ACT score of entering freshmen

A.1.3. STRATEGY: Increase retention of freshmen students into the sophomore year

Output: Retention of freshmen students into sophomore year (%)

A.1.4. STRATEGY: Increase the number of students completing CME-related educational programs

Output: Number of graduates in high-need disciplines (i.e., science, technology, engineering, accounting, etc.)

GOAL B: To enhance the economic development of the state of Mississippi, the CME will work with manufacturing industries within the state to educate their employees, improve business conditions, and promote economic growth. Also, the CME will work with the MDA, MSBA, Accelerate MS, and other regional economic development groups to help attract companies to the state by highlighting the educational and workforce development resources within the CME.

OBJECTIVE B.1. Assist current manufacturers in Mississippi in order to provide improved operations to help ensure financial growth. Also, the CME strives to help in attracting new manufacturing firms to Mississippi which will result in the continued expansion of the state's economic base.

Outcome: Number of contacts with existing manufacturing companies

B.1.1. STRATEGY: Establish partnerships with Mississippi manufacturers through the CME's extension services, experiential courses, or the co-op/internship program.

Output: Number of manufacturing companies participating in the CME extension program and experiential learning activities

Output: Percentage of CME graduates that have taken part in co-op/internship experiences

B.1.2. STRATEGY: Foster economic growth in Mississippi by playing a role in economic development efforts through partnerships with various state and regional economic development organizations

Output: Number of economic development events and activities involving CME students, faculty, and staff members



**Mississippi Small Business Development Center
Network
(MSBDCN)**

FY 2028-2032

Strategic Plan

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Introduction

In 1980, United States Public Law §96-302 enacted the nationwide program of Small Business Development Centers. In 1981, Mississippi Code §57-55-11 established the Mississippi Small Business Development Center Network (MSBDCN) Lead Center (a/k/a State Office) at the University of Mississippi, and the program joined the U.S. Small Business Administration's (SBA) federal SBDC program. The SBDC Core program remains the foundational program of the MSBDCN and operates through a cooperative agreement with the SBA and the University of Mississippi. The SBDC Core program requires a 1:1 federal/state funds match. The U.S. Congress appropriates funds for the SBDC Core program through a line item on the SBA budget. Mississippi's Legislative Budget Office (LBO) appropriates state funding through a line item on the state's budget under the Institution of Higher Learning through the University of Mississippi.

From its establishment, the MSBDCN has served all 82 Mississippi counties as a statewide organization. What has grown is the depth of what that statewide structure delivers. Beyond the foundational SBDC Core program, the MSBDCN now manages additional federally funded programs aligned with and supportive of SBDC Core services. These complementary programs allow the MSBDCN to broaden technical assistance, strengthen access to resources, and provide specialized services in areas such as access to capital, digital transformation, international trade, market research, technology commercialization, cybersecurity readiness, and business growth. Each aligned program is managed to extend the reach and impact of the SBDC Core program while maintaining a coordinated client service model across the statewide network.

The organization's name has changed from the Mississippi Small Business Development Center (MSBDC) to the Mississippi Small Business Development Center Network (MSBDCN) to reflect this deeper role. The addition of "Network" is not about becoming statewide; the MSBDCN has always been statewide. It recognizes that the organization now connects businesses to a coordinated set of specialized services beyond general counseling. Through **6** aligned programs delivered across **19** center locations, a business owner anywhere in Mississippi reaches specialized expertise in capital access, international trade, digital transformation, and technology commercialization, through a single, coordinated point of entry. This capacity matters most for businesses at the growth stage, where specialized guidance translates directly into sales growth, expansion, jobs created, and entry into new markets. This is what distinguishes the MSBDCN from a standalone center: not a wider footprint, but greater depth of service delivered consistently across the one it has always held. The MSBDCN operates under the University of Mississippi's School of Business Administration, and the MSBDCN State Director is a direct report to the Dean of the School of Business Administration.

The MSBDCN is an accredited member of America's Small Business Development Centers (ASBDC). Required by Congress, the state program undergoes an ASBDC Accreditation Review every five years. The Accreditation review utilizes the National Institute of Standards and Technology (NIST) Baldrige Performance Excellence Standards. The most recent accreditation review for this performance period was conducted in 2025.

Program Offices Map



LOCATIONS

University of Mississippi

- Oxford - **Lead Center**
- Southaven
- Tupelo
- Gulfport

Oxford Lafayette EDF

- Oxford

Mississippi Delta - CRC

- Greenville

Mississippi State University

- Starkville
- Meridian

East Central Community College

- Decatur

Hinds Community College

- Raymond
- Vicksburg
- Pearl

Jackson State University

- Jackson

Mississippi Development Authority

- Jackson

Alcorn State University

- Lorman
- Natchez
- Vicksburg

Marion County Development Partnership

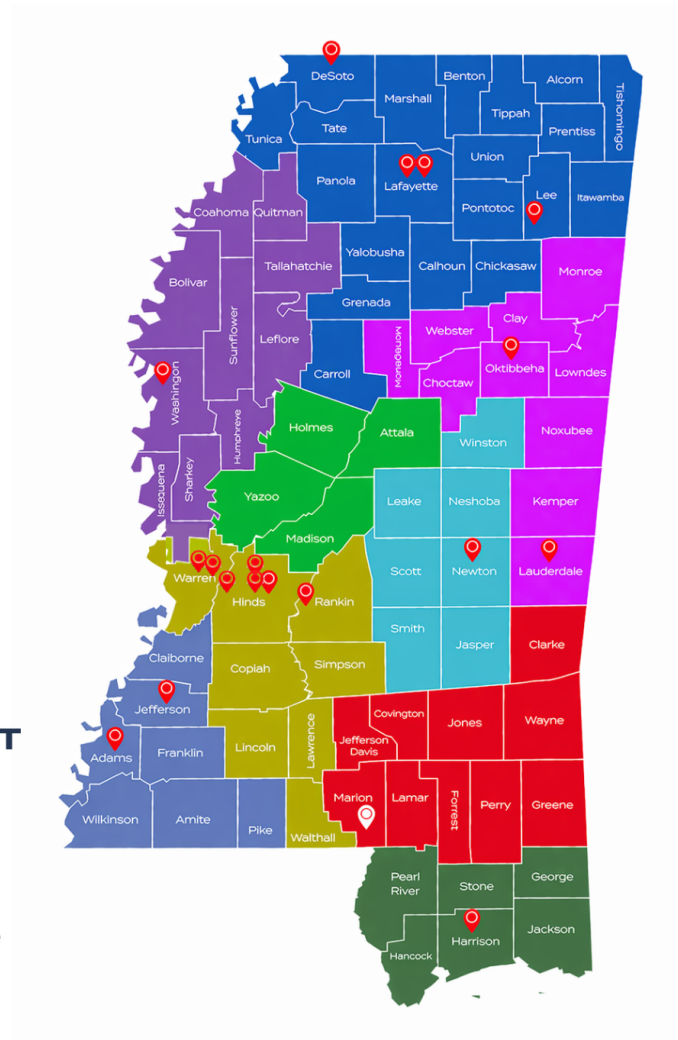
- Columbia

Gulf Coast BRC

- Gulfport

COVERAGE OVERSIGHT

- University of Mississippi
- Mississippi Delta - CRC
- Jackson State University
- Mississippi State University
- East Central Community College
- Hinds Community College
- Pine Belt Region
- Alcorn State University
- University of Mississippi - Gulf Coast BRC



The MSBDCN services all 82 counties in Mississippi with the following full-service center locations:

**MISSISSIPPI SBDC NETWORK LEAD CENTER
MISSISSIPPI SBDC @ UM & INTERNATIONAL
TRADE CENTER**

P.O. Box 1848/122 Jeanette Phillips Drive,
University, MS 38677
662.915.5001

**MISSISSIPPI SBDC @ OXFORD-LAFAYETTE
COUNTY ECONOMIC DEVELOPMENT
FOUNDATION**

850 Insight Park Avenue, Suite 183, University,
MS 38677

**MISSISSIPPI SBDC @ MISSISSIPPI STATE
UNIVERSITY**

60 Technology Blvd., Suite 105E, Mississippi
State, MS 39759
662.325.8684

**MISSISSIPPI SBDC @ EAST CENTRAL
COMMUNITY COLLEGE**

52 9th Street, Decatur, MS 39327
601.635.6296

**MISSISSIPPI SBDC @ JACKSON STATE
UNIVERSITY**

College of Business, 1400 J.R. Lynch Street,
Jackson, MS 39217
601.979.1100

**MISSISSIPPI SBDC @ MISSISSIPPI
DEVELOPMENT AUTHORITY**

Woolfolk State Office Building, 501 N. West
Street/E. Hamilton Street, Jackson, MS 39201
601.359.3076

**MISSISSIPPI SBDC @ HINDS COMMUNITY
COLLEGE**

1500 Raymond Lake Road, Raymond, MS 39154
601.857.3536

MISSISSIPPI SBDC @ THE GULF COAST (UM)

The Gulfport Building at Hancock Whitney Plaza
2500 14th Street, 8th Floor Gulfport, MS 39501
228.396.8661

MISSISSIPPI SBDC @ THE DELTA (CRC)

CompuRecycling Center

719 George Abraham Blvd, Greenville, MS 38703
662.335.2060

MISSISSIPPI SBDC @ MCDP

412 Courthouse Sq, Columbia, MS 39429
601.736.6385

**MISSISSIPPI SBDC @ ALCORN STATE
UNIVERSITY**

School of Business, Dr. Rudolph E. Water Sr.
Classroom Building, 1000 ASU Drive #90,
Lorman, MS 39096-7500

Comprehensive Mission Statement

<u>Mission</u>	To guide businesses and grow economic development across Mississippi
<u>Vision</u>	The MSBDCN is the leading provider of small business guidance and resources for economic growth.
Tag:	Guiding YOUR Business. Growing OUR Economy.

Statement of Philosophy

Values and Principles

Success of our clients	Educate and empower our clients to exceed their dreams.
Relevant	Embrace innovation and new opportunities specific to the needs of our clients and stakeholders.
Collaboration and Teamwork	We are a team. We foster mutual respect, facilitate professional growth and mentorship, and reward teamwork. We inspire, challenge and support each other to be the best. A highly collaborative network, using internal and external partnerships to leverage resources and create mutually beneficial results for our clients and stakeholders.
Professionalism	Trustworthy and ethical, demonstrating unwavering respect and integrity. Professionalism is the cornerstone of our organization that upholds the standards of client confidentiality, stakeholder engagement, and satisfaction.
Performance and Accountability	Performance that is measurable and result-oriented. Committed to delivering an exceptional return on investment, while measuring and reporting our results to stakeholders, partners, and the public.

Relevant Statewide Goals and Benchmarks

The MSBDCN has aligned its goals, benchmarks and its own mission and philosophy with the Mission of Mississippi State Government, specifically to one of the State's primary roles:

Promote economic growth and the public good through the advancement of the individual.

The following are the specific adoptions of applicable statewide strategic plan performance priorities by the MSBDCN.

- A. ECONOMIC DEVELOPMENT – STATEWIDE GOAL: To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

Applicable Benchmark(s)

(1) Commercial Activity

Number of startups (including new technology)

Measuring capital investments into small businesses and start-ups

(2) Job Growth

Net job growth, existing businesses, and start-ups

Number of new businesses and jobs resulting from Counseling, training, technical assistance

- B. EDUCATION: HIGHER EDUCATION – STATEWIDE GOAL: *To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.*

Applicable Benchmark(s)

(1) Commercialization of Academic Research

(a) Number of private sector companies created as a result of activities at Mississippi public universities.

(b) Number of new businesses and jobs resulting from Counseling, training, technical assistance

- C. PUBLIC SAFETY AND ORDER, – STATEWIDE GOAL: To protect the public's safety, including providing *timely and appropriate responses to emergencies and disasters* and to operate a fair and effective system of justice.

Applicable Benchmark(s)

(1) Emergency Preparedness

(a) Average emergency response time to natural and man-made disasters. Providing timely support to small businesses affected by natural and man-made disasters, partnering with state and federal resources to serve the small businesses affected.

(b) Provide training opportunities to prepare small businesses in case of natural and man-made disasters to address resiliency and preparedness.

Overview of the Strategic Plan

The MSBDCN strives to foster Mississippi's entrepreneurial ecosystem; providing businesses expertise and resources that drive success. The overall strategies lead to the vision that MSBDCN is the gateway to and premier provider of small business assistance and resources that lead to success and entrepreneurial growth of the small businesses and entrepreneurs it serves. The MSBDCN is committed to providing quality business counseling services to existing small businesses and pre-venture nascent entrepreneurs in the State of Mississippi in the form of one-of-one, no-cost, confidential counseling, workshops, and technical assistance. The MSBDCN provides technical support for aspects of management, accounting, finance, strategic planning, marketing, emergency preparedness and resilience, and cybersecurity.

The MSBDCN directs these efforts, to perform the functions and duties defined by Mississippi Code, through the following:

1. Develop a system to deliver management assistance to the small business community utilizing the resources of local, state and federal government programs, various segments of the private sector, and universities and colleges throughout the state;
2. Make management and technical assistance available to small businesses in Mississippi by linking together the above resources;
3. Develop small business opportunities for new start-ups and the expansion of existing businesses;
4. Develop the economic area served by MSBDCN by providing opportunities for increased productivity through the utilization of modern technology as developed by the government, the university and the private sector;
5. Develop a clearinghouse for the collection and dissemination of economic and business data;
6. Assist businesses in developing more efficient marketing and distribution channels, including foreign trade marketing;
7. Increase opportunities for startups to enter the mainstream of our economy through organized outreach programs; and
8. Increase small business growth and sustainability.

External/Internal Assessment and Internal Management Systems

5.1 External/Internal Assessment

Strengths (Internal) – Strong leadership and organizational structure – Collaborative network with seamless teamwork that delivers a comprehensive range of business support resources – Diverse skill set across staff and consultants – Strong partnerships with key stakeholders – Comprehensive range of business support resources – Strong statewide brand and reputation in the entrepreneurial ecosystem – Effective performance tracking and analytics – High client satisfaction and results	Weaknesses (Internal) ○ Lack of direct intra-network emergency communication ○ Uncertain program funding for South Mississippi ○ Counselor capacity issues affecting service delivery ○ Difficulty harvesting program impact data ○ Information isolation at all-staff level ○ Lack of digital/AI proficiency across the team ○ Staffing shortages impacting client growth/retention
Opportunities (External) – Development of a new CRM that will enhance client service delivery, create user efficiencies, and provide data insights – Consistent communication on state-wide impact and business growth – Expanding online courses, mentorship, and skill development – Partnerships to leverage programs and expand outreach – Expand the RISE Center for more business services – Diversifying funding sources, including private funding and SSBCI – Strengthening relationships with host organizations – Enhancing access to education, training, and emerging technologies for both clients and MSBDCN staff	Threats (External) – Federal budget cuts and staff reductions at the national level – Need to recruit innovation-driven team members as some staff approach retirement – Lack of control over economic downturns and external market conditions – Future skills gap in response to economic changes and AI technological advancements – Increased competition from AI platforms Mitch's offering similar services – Risks from natural disasters and digital breaches in local, federal, and global environments – Potential cuts in government funding impacting SBDC and SSBCI operations – Changes in political climate or government policies affecting service offerings – Risks from natural disasters and digital breaches in local, federal, and global environments – Potential cuts in government funding impacting SBDC and SSBCI operations – Changes in political climate or government policies affecting service offerings

5.1 Internal Management Systems

The MSBDCN has a systematic and inclusive strategic planning process that ensures the contribution and representation of internal and external key stakeholders to the organization. This process also explicitly solicits input from its entire workforce (administrative, professional, managerial, and leadership personnel) in the planning process.

The MSBDCN constructs a five-year strategic plan on a rolling annual basis. During the annual planning process, the State Office management team and Center Directors lead the group through the full strategic planning process. This process includes:

- Assessing business needs;
- Reviewing and rewriting, if applicable, the mission, vision, operating values and beliefs;
- Identifying barriers to objectives;
- Addressing the terms and relevance of the remaining body of the plan; and
- Most importantly: Identifying and prioritizing goals and future opportunities.

On a quarterly basis, senior leaders revisit the major components of the strategic plan but focus primarily on examining progress toward identified goals, identifying new business opportunities, and updating existing action items and establishing new short- and long-term action items.

The network has established the following timeline and process for the ongoing management of the planning and implementation process.

Month	Action	Steps
February/March	Strategic Leadership Meeting	- Review accomplishments and analysis of the current plan, determine if activity/goal has been met, if not, establish and implement a plan for achievement - Review Stakeholder needs - Strategic Plan revision
April/July/October/January	Quarterly Director Meetings	- Review items recommended for Strategic Action Planning Process (SAPP) - Recommend appropriate action and document for strategic plan revision, if necessary
	Weekly	- Day-to-day operations, questions & management
Monthly/Quarterly	Work Group Activities	- Work on current year action and tasks and make recommendations for SAPP
June	Annual Staff Meeting	- Summary of accomplishments and results; Identify changes in needs, environment, resources - Review proposed new strategic plan document; request input

Goals, Objectives, Strategies and Measures by Program for FY 2028 through FY 2032

Program 1: Public Service

GOAL A: SERVICES

Provide services that contribute to the development of a robust economy that provides opportunities for all Mississippians.

Objective A.1. Align services and product offerings of the SBDC to meet the needs of stakeholders, entrepreneurs, small businesses that provide goods and services to the State of Mississippi business ecosystem.

Outcome: *Increased results in capitalization, business starts, sales growth, jobs supported as a result of the alignment of services and product offerings with other economic entities within the State of Mississippi.*

A.1.1. STRATEGY: More effectively leverage the services provided by other resource partners

Output: % of referrals to resource partners'/industry experts

Efficiency: Number of referrals and the average number of clients with results due to better alignment of services and product offerings

Explanatory: *Increased services and product offerings to entrepreneurs and small businesses through the life cycle of the business.*

A.1.2. STRATEGY: Address service gaps based on geography

Output: % of increased services and product offerings in service gap areas by identifying those geographical areas of the State of Mississippi and partnering with existing economic growth resources in these areas.

Efficiency: Number of businesses/clients served in service gap areas, counseling time used to serve business needs.

A.1.3 STRATEGY: Expand specialty services via RISE Center based upon Market Needs Assessment

Output: % of increased specialty services and product offerings in service gap areas specifically targeted Market Needs Assessment.
Align RISE Center resources (Cybersecurity, Digital Transformation, Financial Analysis, International Trade, Market Research, Tech Commercialization) with small business needs.

Efficiency: Number of clients served in service gap areas, and time used to identify service needs

Explanatory: Increased services and product offerings in service gap areas targeted to the Specialty Service MSBDCN initiative.

GOAL B: TRAINING PROGRAMS

Make available an accessible, quality entrepreneurial training programs that prepare Mississippians to have access to capital which then allows for more productive and financially self-sufficient members of society.

OBJECTIVE B.1. To align customized training and counseling services of the MSBDCN to meet the needs of the entrepreneurial ecosystem.

***Outcome:** Increase results in the number of training seminars and workshops, satisfaction with training sessions, staff participation rates in training sessions.*

B.1.1. STRATEGY: Provide accessible, quality and timely training programs to support the Mississippi residents in filling a practical knowledge gap in various entrepreneurial activities.

Output: % increase in numbers of training seminar attendees

Efficiency: % increase in numbers of attendees to training seminars and workshops using both on-line and live platforms.

Explanatory: Increase numbers in training and workshop seminars congruent with the number of stakeholders, entrepreneurs, and small businesses based upon In-business Client Needs Assessment supported by the MSBDCN's goals and mission.

B.1.2. STRATEGY: Provide accessible, quality and timely seminars and training programs to meet the needs of the in-business (Micros, SMEs) population in the State of Mississippi.

Output: % increase in numbers of training targeted to Micros and SMEs per training event

Efficiency: % increase in numbers of attendees to events for Micros and SMEs

Explanatory: Increase numbers of participants affect the net job growth, access to capital, and state tax dollars generated. Micros and SMEs are viable businesses that may require additional access to capital, marketing expertise, and financial planning. Provide timely training or one-on-one counseling to support these needs.

B.1.3. STRATEGY: Provide private sector companies, as a result of MSBDCN counseling activities, additional support at Mississippi public universities and colleges.

Output: % increase in the number of collaborative efforts with Mississippi public universities and colleges in the State fiscal period.

Efficiency: % increase in numbers of counseling hours in a State fiscal period

Explanatory: Increase numbers of private sector companies that have been supported (jobs

supported)

GOAL C: JOB GROWTH

Identify, establish relationships, and collaborate with stakeholder groups that support job growth in the areas of agribusiness, manufacturing, tech start-ups, disaster, and international trade.

OBJECTIVE C.1. Increase collaboration efforts with stakeholder groups that support job growth.

Outcome: *Support job growth in the State of Mississippi.*

C.1.1. STRATEGY: Conduct stakeholder needs assessment to determine how the MSBDCN can collaborate with and support the various stakeholders that support job growth.

Output: Define the services that the MSBDCN can provide to stakeholders that will support their job growth initiatives

Efficiency: Non-duplication of services between the MSBDCN and stakeholders

Explanatory: Align MSBDCN services with the needs of the market and stakeholders

C.1.2. STRATEGY: Establish collaborative relationships that support job growth.

Output: Collaborate/partner with stakeholder initiatives

Efficiency: Support job growth by way of the MSBDCN's current Core Competencies and Specialty Services

Explanatory: Increase services to better serve client needs and support job growth in Mississippi

GOAL D: EMERGENCY AND DISASTER RESPONSE

To protect the public's safety to include timely and appropriate responses to small business emergencies and disasters.

OBJECTIVE D.1. Provide a timely response to small businesses that have seen a disruption in activities due to emergencies and disasters as defined by state/federal disaster notifications.

Outcome: To increase the support of small businesses that have been affected by a declared emergency by providing technical support to MEMA and SBA disaster resources.

D.1.1 STRATEGY: to develop relationships, tool kits and technical assistance to support disaster and emergency affected small businesses

Output: Number of small businesses affected

Efficiency: Number of small business that the MSBDCN provided support

Explanatory: Increase presence to support small businesses to reduce recovery time, provide technical assistance to emergency funding as applicable.

Performance Measures

PERFORMANCE MEASURES	SFY26 ACTUAL (7/1/25-6/30/26, CenterIC Data)	FY 2027 Projected	FY 2028 Projected	FY 2029 Projected	FY 2030 Projected	FY 2031 Projected
Program Outputs						
Total Clients Served	4,426	5000	5200	5400	5600	5800
Seminars & Workshops (General)	137	135	140	145	150	155
Program Efficiencies						
Cost per Client (Total Budget/Total Clients)	\$653	\$618	\$865	\$787	\$759	\$517
Cost per Counseling Hour (Total Budget/Total Hours)	\$192	\$257	\$290	\$274	\$274	\$194
Program Outcomes						
Capital Infusion	\$ 110,239,540	\$ 70,000,000	\$55M - \$75M	\$55M - \$75M	\$55M - \$75M	\$55M - \$75M
Business Starts	238	225	250	250	250	250
Number of Jobs Supported	36,742	25,000	25,000	25,000	25,000	25,000
\$ of Sales Growth	\$ 136,080,609	\$ 50,000,000	\$50M-\$100M	\$50M-\$100M	\$50M-\$100M	\$50M-\$100M
ACTUAL Program Efficiency Calculation Measures:						
Total Counseling Hours	15,083	15,500	15,500	15,500	15,500	15,500
Total MSBDCN Budget/Expenditures	\$ 2,890,122	\$ 4,000,000	\$ 4,500,000	\$ 4,250,000	\$ 4,250,000	\$ 3,000,000

FY 2026 Federal Funding Performance Measures	FY 2026 SBA Goals
Clients Advised	3,500
New Business Starts	190
Capital Infusion Transactions	390

Strategic Plan

Mississippi SBDC Network Strategic Plan Working Snapshot

Objective	Strategic Intent	Primary Approaches
Innovation	Adopt novel concepts and approaches to meet current and future business and stakeholder needs.	Market segmentation/trends; enhanced services and tools; workforce expertise; thought leadership.
Results Oriented	Use stakeholder engagement to ensure impactful relationships and meaningful ROI.	External partnerships; internal asset leverage; stronger data/reporting; value-added technology.
Sustainable/Growth	Secure resources and organizational capacity to serve businesses for the future.	Culture and leadership capacity; sustainable funding model; brand value and recognition.

PRIORITY PLAN: CURRENT INITIATIVES AND KEY ACTIONS

Focus Area	Near-Term Initiatives	Key Actions / Assignments	Management Checkpoint
Innovation Markets	- Conduct 3-year KPI trend analysis by client stage/business segmentation. - Clarify ABC, RISE, SBOP, SSBCI and in-business stratification.	- Document definitions and coding rules for in-business/ABC stages. - Create clarification document for ABC, RISE, SBOP, SSBCI and related programs.	Measure results during 2027 SPM; use trend findings to refine segmentation and service focus.
Innovation Services & Tools	- Create/deploy FY2026 strategic training process across grants. - Build training calendar, inventory training needs and evaluate financial literacy program.	- Training Coordinator meeting. - Alex: confirm April B2B training role; inventory and propose 2026 training plan. - Kendall: build Asana training calendar. - Mitch/Derek: follow up with Jim	Use ABC stratification and training outputs to improve service efficiency and referrals into next-level services.

		Harper on financial literacy.	
Innovation Workforce	• Determine in-business vs. not-in-business criteria. • Deploy CIP, SOW and counselor certification; advance LivePlan lender portal.	• Define LLC/corp/EIN/tax ID/sole-prop criteria. • Add process to staff resources and train staff. • Incorporate CIP into onboarding; launch CIP/SOW group; add SOW examples; begin certification milestone discussions.	Improve consistency, onboarding, workforce capability and market-relevant expertise.
Results Oriented Collaboration	• Expand external partnerships and leverage internal assets. • Connect resources to underserved markets and drive adoption by entrepreneurs/resource partners.	• Use stakeholder feedback, BRC deployment data and user activity to direct partnerships and market outreach. • Prioritize collaborations that increase measurable ROI and resource access.	Track stakeholder satisfaction, BRC deployment based on market data and resource/entrepreneur user activity.
Results Oriented Operations	• Launch new CRM. • Deploy client impact attribution process.	• Identify CRM upgrades; complete vendor selection/beta testing; procure CIC data; establish CIC sunset plan; finish beta testing and staff training. • Create impact attribution survey, SOP, systematic CIP language, email/survey language and timing rules. • Sharon: CRM dates TBD. Derek: 4/1/2026 item. Deploy during Directors' Meeting and 2026 SWM.	Strengthen reporting, data integrity, stakeholder ROI communication and digital tools for client service.
Sustainable/Growth Leadership	• Update org chart, roles, SOW and time/effort. • Create quarterly aggregated client satisfaction rating by center. • Build succession plan and formalize cybersecurity governance.	• SL: define positions and duties. • CDs/BCs: SOW examples and contractor transition support before exits. • Hire contractor for cybersecurity governance and CRM transition.	Improve timely stakeholder deliverables, workforce satisfaction, collaboration and continuity.

Sustainable/Growth Finance & Brand	- Align federal/state/local funding model for long-term sustainability. - Develop economic return dashboard; define success story criteria; pursue 3rd-party ROI formula; build economic activity heat map.	- Dashboard should show state investment to federal leverage, capital formation, jobs created/retained, economic return per public dollar and peer-provider comparisons. - Transition to two strong success stories annually; create guideline document for SWM.	Stabilize funding, increase brand trust, improve stakeholder engagement and position MSBDCN as a statewide digital communication leader.

Implementation Management Summary

OUTCOMES, MEASURES, RESOURCES, RISKS AND ACCREDITATION ALIGNMENT

Focus	Expected Outcomes	KPIs / Evidence	Resources + Risk	Accreditation Alignment
Markets + ABC Stratification	Clearer client segmentation; better service targeting; more reliable measurement of client stage and program performance.	3-year KPI trend analysis; 2027 SPM results; segmented client/economic-impact data.	Current resources sufficient. Risk: medium/high due to multiple stakeholders and funding sustainability.	1.2 Sustainable Organization; 3.2 Strategic Plan; 4.0 Key Services; 6.0 Measurement, Analysis and Knowledge Management.
Services, Tools + Training	Higher efficiency; increased next-level services; stronger referrals into RISE and SSBCI; additional economic impact.	Training calendar/inventory; referrals into RISE/SSBCI; economic impact generated; satisfaction by segmentation/program.	Current resources sufficient. Risk: medium/high tied to stakeholder adoption and long-term funding.	1.2, 3.2, 4.0, 6.0.
Workforce	Relevant, market-responsive workforce; consistent onboarding; stronger thought leadership for small businesses and partners.	Client satisfaction and stakeholder surveys; onboarding/CIP/SOW adoption; certification milestones.	Current resources sufficient. Risk: low.	2.1 Stakeholder Relationships; 2.2 Customer Relationships; 2.3 Marketing and Branding; 3.0 Planning and Strategy; 5.1 Workforce

				Capability and Capacity; 6.1 Performance Measurement.
Collaboration + Market Reach	Increased stakeholder satisfaction; resource connections to underserved markets; broader adoption by entrepreneurs and partners.	Stakeholder survey results; BRC deployment based on market data; resource and entrepreneur user activity.	Current resources sufficient for items 1–2; item 3 resource plan TBD. Risk: low to medium.	2.1 Stakeholder Relationships; 2.2 Customer Relationships; 2.3 Marketing and Branding; 3.0 Planning and Strategy; 6.1 Performance Measurement.
Operations + Data Systems	Stronger CRM/data management platform; improved reporting efficiency; better client impact attribution; enhanced digital tools.	DROI; long-term counseling hours as share of total counseling by center and statewide; survey/SOP deployment evidence.	Short-term: manpower. Long-term: budget, manpower and end-user training. Risks: sub-center buy-in, cost, information loss, integrity, learning curve and obsolescence.	Supports planning, measurement, reporting, knowledge management and stakeholder ROI communication.
Leadership + Organizational Health	Timelier stakeholder deliverables; increased workforce satisfaction; stronger collaboration/teamwork; continuity through succession planning.	Deliverable timeliness; Q12 survey results; post-SWM survey; org chart/SOW completion.	Current resources sufficient. Risk: low.	2.1 Stakeholder Relationships; 3.0 Planning and Strategy; 5.0 Workforce Focus; 6.1 Performance Measurement.
Financial Model	Stabilized and increased long-term funding; funding model aligned to federal, state and local program needs.	Yearly budget trends; recurring funding progress; evidence of alignment to long-term sustainability.	Current resources sufficient for planning. Risk: high.	1.2 Sustainable Organization; 2.1 Stakeholder Relationships.
Brand Value + Recognition	Higher brand recognition and trust; stronger stakeholder engagement; MS SBDC positioned as a digital communication leader for resource providers.	Engagement metrics on promotional items; stakeholder survey brand-awareness items; economic return dashboard; success story quality/consistency.	Budget needed for campaigns and modern communication tools/platforms. Risk: medium — campaigns may not resonate with intended audiences.	2.3 Marketing and Branding; 3.3 Strategic Plan Implementation.

IMMEDIATE MANAGEMENT CHECKPOINTS

Finalize ABC/in-business criteria and train staff.	Complete CRM beta, migration, staff training and CIC sunset plan.	Deploy impact attribution survey, SOP and client communication language.	Formalize org chart, SOWs, succession plan and cybersecurity governance.	Build return dashboard, ROI formula, heat map and success story guidelines.



**THE UNIVERSITY of
MISSISSIPPI**

Research Institute of Pharmaceutical Sciences 449-00

Five-Year Strategic Plan

For the Fiscal Years 2028-2032

July 2026

RESEARCH INSTITUTE OF PHARMACEUTICAL SCIENCES 449-00
FIVE-YEAR STRATEGIC PLAN
FY 2028-2032

1. Comprehensive Mission Statement

The mission of the Institute is to conduct collaborative, multidisciplinary, basic and applied research in the basic pharmaceutical sciences, and to widely disseminate the resulting knowledge. The Institute leverages its expertise and resources to connect people with solutions through collaborations with private industry, government, and academic partners. The products of these labors are used to enhance patient-centered pharmacy services, public health, economic development, and quality of life.

Through the Institute's programs, this mission encompasses discovery, development, translation, evaluation, and dissemination in five major emphasis areas:

- Natural product-derived pharmaceuticals and agrochemicals to benefit human health (including medicinal plants, dietary supplements) and agricultural productivity (including potential for medicinal plants as alternative crops). (NCNPR)
- Improvements in pharmacy practice, the delivery of pharmacy services, and the therapeutic and cost-effective optimization of the use of pharmaceutical products at the national and state level. (CPMM)
- Novel formulations in drug delivery systems for improved bioavailability and efficacy of pharmaceutical products that are cost-effective and patient-friendly. (Pii)
- Improve medication optimization, advance the practice of pharmacy, and drive care transformation to enhance community health and well-being (IMPACT Center – Pharmacy Transformation)
- Conduct scientific research, data analysis, education and training on the health effects of cannabis. (NCCRE)
- Efforts supporting the training of pharmacy practitioners to provide patient-centered pharmacy services, and to improve the health, well-being, and quality of life of those they serve. (Clinical Pharmacy Education Program)

2. Agency Philosophy

The Research Institute of Pharmaceutical Sciences is committed to excellence in discovery, through collaboration, creativity, and innovation. Recognizing the value of the natural resources that it seeks to optimize for the health of humans, animals and the planet, the Institute strives to provide leadership among its regional, national, and international peers through advancement of learning and dedication to social responsibility.

Core Values of the Institute

Collaboration – By fostering a spirit of teamwork and partnership that is founded on respect for the contributions of others, we seek to create interdisciplinary, synergistic relationships characterized by inclusiveness and flexibility.

Creativity – We seek to encourage and support resourcefulness, originality, imagination, ingenuity, and vision in our students, faculty, and staff.

Excellence – We strive to meet and exceed, through continuous improvement, the highest expectations for achievement as we maintain the highest quality and standards in all of our endeavors.

Knowledge – We value the discovery, acquisition, application, and dissemination of knowledge, and will work to foster these activities in pursuit of our vision and fulfillment of our missions.

Leadership – We encourage and foster the development of leaders who have the ability to influence the thinking, understanding, and attitudes of others and who have the ability and courage to identify and effect solutions. Leadership requires the ability to inspire, enable, instill confidence, build a shared vision, and connect with others through mutual trust, responsiveness, and sincerity.

Learning – We encourage and support student-centered, ability-based learning; the mentoring of new faculty, graduate and undergraduate students; lifelong learning; and intellectual curiosity.

Professionalism – We foster, encourage, and expect the active demonstration of structural, attitudinal, and behavioral attributes of a profession and its members. We believe that there are certain professional attributes that are fundamental to our functioning as learners, educators, researchers, scholars, and practitioners of pharmacy. These attributes include a service orientation, one in which the needs of others are put above personal needs; caring; respect for others; accountability to our stakeholders and responsibility for one's actions; and integrity, honesty, and ethically sound decision making.

Social Responsibility – We value respect for the diversity of people with whom we work and those we serve; the importance we place on our local, state, national and global communities; and our concern for the welfare of humanity and the environment, as evidenced in the way we serve others.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Economic development—to develop a robust state economy that provides the opportunity for productive employment for all Mississippians

Relevant Benchmarks #1:

- Number of new start-ups (private sector companies created as a result of pharmaceutical research)
- Federal funding for small business and technology transfer to private sector
- Number of patents filed and obtained

Statewide Goal #2: Health—to protect Mississippians from risks to public health and to provide them with the health-related information and access to quality health care necessary to increase the length and quality of their lives

Relevant Benchmarks #2:

- Number of programs for cancer, cardiometabolics, neuroscience, infectious disease, medication optimization
- Number of collaborative projects with Mississippi government agencies and community partners to deliver better quality health services and care to Mississippians at less cost
- Number of patents obtained in emerging technologies

Statewide Goal #3: Higher education—to make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research

Relevant Benchmarks #3:

- Dollar value of research grants and contracts awarded
- Percentage of total federal research and development expenditures received
- Number of patents filed and obtained
- Number of published manuscripts in appropriate peer-reviewed and professional journals
- Number of private sector companies created as a result of pharmaceutical research
- Number of graduate/professional degrees awarded in pharmaceutical sciences
- Licensure exam pass rate for Pharm. D. Graduates

4. Overview of the Agency 5-Year Strategic Plan

The goals of the Research Institute of Pharmaceutical Sciences are clustered around five major priority areas:

- Advancing science to further secure the premiere status of the state's Institute,

nationally and internationally

- Improving the quality of life of patients through discovery—of entities, delivery systems, and uses of pharmaceuticals, as well as through improved efficiencies in health care processes (strategic impact: cancer, cardiometabolic disease, neuroscience, infectious diseases, medication optimization)
- Developing the economy through partnerships and providing evidence to improve decision-making for governments (state and national) and businesses (large and small)
- Improve public health by improving medication optimization, advancing the practice of pharmacy and driving care transformation throughout Mississippi.
- Capacity planning (full-time research faculty, support personnel, and equipment) and training of future researchers (graduate education) for continued excellence

Continued success of this nationally and internationally recognized health research institute depends heavily upon external funding, one critical portion of which is an investment by the State of Mississippi in this flagship research enterprise. The return on that investment has been nearly 4:1 but would not be possible without the essential core support that the State provides. Increases in that State funding are needed to provide program stability and reduce erosion.

In spite of significant budget cuts over the years, we have been able to maintain the program, relying increasingly on external funding. Much of our basic infrastructure operation – garden and greenhouses, repository, database, screening program, NMR facility – has been supported via this mechanism along with some funding from the FDA project for certain aspects, and from our departmental overhead account. Further funding cuts will result in a reduction of research services, inability to maintain facilities and further elimination of research personnel.

5. External/Internal Assessment: Environmental Analysis (SWOT)

Internal environment (strengths and weaknesses):

Strengths:

- The nation's only university-affiliated research center devoted to application of natural products for improvement of human health and agricultural productivity
- Globally recognized research program
- The state-of-the-art facility equipped with specialized laboratories
- A highly collaborative atmosphere provides opportunities for interdisciplinary and inter-professional training and development
- Talented, diverse, and multi-disciplinary research team to provide the creativity, energy, and intellectual capital to accomplish the research and development goals; to use both primary research and the analysis of large secondary data sets; and to ensure a rational and scientifically designed strategy aimed at improving the processes that drive drug product quality.
- Close collaborative relationship with the U.S. Department of Agriculture's Agricultural

Research Service (USDA/ARS).

- Close collaborative relationship with pharmaceutical marketing consulting companies to benefit pharmacies, patients, prescribers, and payers
- A leader in health outcomes research, prescription synchronization and adherence management program
- Internationally recognized as one of the Top 3 academic programs for Hot Melt Extrusion technologies
- Patented technology promises broad-based availability of essential medicines for rapid response to both civilian and military personnel
- Partnership between the University of Mississippi and University of Mississippi Medical Center, the state's only Academic Medical Center, for clinical and translational research providing innovations to benefit patients.
- Educational programs have garnered national and international recognition.

Weaknesses:

- Transition from discovery to early commercial pharmaceutical development is underfunded
- Lack of integration of long-range budgeting and planning
- Limited number of research faculty to support project load in health outcomes research
- Limited supply of natural product-derived pharmaceutical or agrochemical compounds for application to the emerging technologies researched by the Pii Center
- Limited supply of natural product-derived pharmaceutical or agrochemical compounds for application in the clinical context
- Patient engagement and participation in clinical research is limited.
- Lack of key regulatory expertise to facilitate translational research.
- Equipment limitations that hinder optimal outcomes for health care research
- Demands on faculty time are increasing, limiting available teaching time within current expert manpower.
- Despite improvements and enhancements in facilities for training, capacity is constrained by existing space and resources

External environment (opportunities and threats):

Opportunities:

- Increase the state budget to enable greater leverage for return on investment
- Continue to provide evidence-based, cost-effective healthcare for Mississippians
- Capitalize on and expand strong relationships with federal agencies (especially FDA and USDA)
- Development concerted and aggressive program with Mississippi Development Authority and other state enterprises to recognize and capitalize on natural products and related

biopharmaceuticals as a hub for economic development

- Expansion of services to government agencies (national and other states) in need of similar research capabilities
- Need for additional research to help providers and agencies deliver more evidence-based, cost-effective healthcare for Mississippians
- Potential for modest increase in government funding to provide stable base for decision-making and policy support to state health agencies
- Support needed for partners (MS community pharmacies and other health care providers) to develop innovative health care models
- Continuing professional development courses offered in novel drug delivery systems such as hot-melt extrusion (HME) techniques to prepare unique dosage forms and extrusion processes, while assessing quality control.
- Multiple industry partnerships may be possible via the center's expertise in this emerging technology.
- The University's Insight Park (research/small business collaborative) provides possibilities for locating commercial licensees/partners in Mississippi
- The Mississippi State Medicaid program compensates the provision of disease management services by pharmacists, and this may facilitate adoption of the pharmaceutical care practice model by more community pharmacies.
- Inter-professional and interdisciplinary collaboration are encouraged (and rewarded) by external funding and accrediting agencies

Threats:

- Many projects are reliant upon federal funding to support, continuity and stability are jeopardized
- Pharmaceutical development is very high cost and high-risk enterprise
- Status of US patent policies on natural products
- All related health outcomes projects are reliant upon external funding
- Continued and/or accelerated erosion of federal and corporate research funding in the health sciences
- Continued cuts in government financial support affect the Centers' ability to move toward full implementation of the plan.
- Inability to adapt to changing technology due to dated or absence of essential equipment
- Public funding may limit the long-term stability of disease management services.
- Median-level (by SUG averages) compensation for faculty may hinder retention and threaten ideal achievement of educational program goals, and is associated with a growing dependence on volunteer and part-time faculty

Each of the five primary focal centers within the Research Institute for Pharmaceutical Sciences has a Director. These directors provide strategic direction for the focal areas, and coordinate program efforts to coincide with the program's vision and mission. Area directors participate in monthly executive council meetings with the Executive Director of the Research Institute, to report on progress and plan future directions. The research enterprise is further managed by unit or project teams constituted by Associate or Assistant Directors, or project Principal Investigators (in the case of externally funded projects). As part of the School of Pharmacy and the University of Mississippi, the activities of the Research Institute are reviewed annually and evaluated for performance by the University administration. In addition, major federal cooperating agencies (USDA/ARS and FDA/CFSAN) also conduct annual program reviews. Management policies are in place to address deficiencies and assure continued effectiveness.

5. Agency Goals, Objectives, Strategies and Measures by Program

GOAL A: To discover, develop and commercialize natural product-derived pharmaceuticals and agrochemicals to benefit human health and agricultural productivity. (NCNPR)

OBJECTIVE A.1: Develop natural product-based solutions for health issues for Mississippi and the nation

Outcome: Strategic disease state targets pursued for drug discovery efforts

A.1.1. STRATEGY: Maintain and expand discovery infrastructure for new drugs in infectious diseases, cancer, cardiometabolic disorders, and neurological diseases

Output: Number of natural product samples evaluated in primary screens

OBJECTIVE A.2: Enhance economic development in Mississippi with biopharmaceutical and natural products-based industries

Outcome: Natural products related industries established in the State (startups, businesses locating in Mississippi)

A.2.1. STRATEGY: Pursue commercialization of technologies and intellectual property related to natural products drug discovery and development

Output: Number of patents prosecuted/pending

Output: Number of patents awarded

OBJECTIVE A.3: Advance innovation through industry partnerships and provide national and international leadership in the science of botanical supplements and natural

products discovery and development.

Outcome: Collaborations developed with industry partners to use their technologies in botanical applications

Outcome: Clinical studies planned for botanicals and natural products

A.3.1. STRATEGY: Maintain and expand cooperative research efforts with USDA

Output: Number of publications related to natural products discovery and development

Efficiency: Publications per faculty/research scientist FTE for project

A.3.2. STRATEGY: Maintain strong collaborative partnership with the FDA

Output: Number of publications related to botanical supplement quality and safety

Efficiency: Publications per faculty/research scientist FTE for project

OBJECTIVE A.4: Strengthen research efforts to increase competitive external funding

Outcome: External funding secured for research collaborations

A.4.1. STRATEGY: Secure funding for international natural products research collaborations

Output: Number and dollar value of submitted applications

Efficiency: Number and dollar value of grant/contract applications funded

A.4.2. STRATEGY: Secure funding for translational research projects, applying basic science in human clinical settings.

Output: Number and dollar value of submitted applications

Efficiency: Number and dollar value of grant/contract applications funded

GOAL B: To promote efficiency and effectiveness in the marketing and management of products and services in all segments of pharmacy, healthcare, and the pharmaceutical industry at the national and state level. (CPMM)

OBJECTIVE B.1: To develop a stable, on-going capacity to provide analytical support to Mississippi Medicaid, the Prescription Monitoring Program (PMP), the State and School Employees Health Insurance Plan, and other state and national agencies to expand our community reach.

Outcome: Collaborations developed with state agencies who are (or may be) clients or consumers of CPMM research

B.1.1. STRATEGY: Continue developing relationships in the Mississippi Division of Medicaid (DOM) and identifying methods to support high priority research projects identified by DOM.

Output: Number of collaborative projects with Mississippi government agencies to deliver better quality care at less cost (e.g., Mississippi Medicaid program)

B.1.2 STRATEGY: Provide analytical support for identification and evaluation of ways to deliver better quality care at less cost with state health agencies and institutions (which can lead to improved efficiency and effectiveness in those organizations)

Output: Number of collaborative projects (e.g., outcome evaluations) with Mississippi government agencies

OBJECTIVE B.2: To advance community practice by helping community pharmacies develop medication services and to conduct research documenting the value of these services to payers and health plans.

Outcome: Collaborations developed with community pharmacy partners

B.2.1 STRATEGY: Assist pharmacies to implement innovative services

Output: number of collaborative projects with community pharmacies (assistance and education)

B.2.2 STRATEGY: Conduct research to evaluate and document the value of prescription pharmacy services to health payers.

Output: number of publications related to practice advancement and payment

OBJECTIVE B.3: Develop and encourage use of health care quality indicators through collaboration with Pharmacy Quality Alliance (PQA), Centers for Medicare and Medicaid Services (CMS), and other national partners.

Outcome: Collaborations developed with industry partners in health care quality

B.3.1. STRATEGY: Encourage utilization of national quality measures at the state and local provider level

Output: number of collaborative projects related to health care quality

Output: number of manuscripts published in this area by CPMM faculty/staff

OBJECTIVE B.4: Train researchers in outcome analysis for future collaborations with public agencies and private entities in the area of program efficiency, effectiveness, and quality.

Outcome: Number of graduate/professional degrees supported in Pharmaceutical Sciences

B.4.1. STRATEGY: Maintain level of support for graduate research assistants

GOAL C: To conduct interdisciplinary drug/polymer research that provides end-stage pharmaceutical products directed at therapeutic conditions, vaccines, and wound care.

OBJECTIVE C.1: Advance innovation through industry partnerships to develop new, improved and expanded drug delivery systems by utilizing cutting edge thermal processing (hot-melt extrusion technology)

Outcome: Number of strategic targets pursued for drug delivery systems development

Outcome: Collaborations developed with industry partners

C.1.1 STRATEGY: Development of patents for drug delivery systems

Output: Number of patents issued

C.1.2 STRATEGY: Dissemination of expert knowledge via Pii faculty speakers/scholarship to external consumers (industrial, academic), further enhancing the public attention to the Center's research in this novel area

Output: Number of manuscripts published

C.1.3 STRATEGY: Maintain strong collaborations with private industry, government and academic institutions

Output: Number of research contracts procured

GOAL D: To accelerate the application of basic biomedical research to address clinically relevant problems and to improve disease prevention, management, and health outcomes through the translation of discoveries into practice and community settings.

OBJECTIVE D1: To develop progressive and sustainable capacity for clinical and translational research in Mississippi

Outcome: Increases in the number of FTEs doing clinical/translational research

D.1.1 STRATEGY: Develop and maintain infrastructure to translate discoveries into Phase I, II, III clinical trials, practice, and communities/populations

Output: Number of human clinical trials initiated

Output: Number of population/community studies initiated

OBJECTIVE D2: Promote inter-professional engagement in clinical and translational science

D.2.1 STRATEGY: Provide development opportunities that will build translational research interest and skills

Output: Number of professional development opportunities offered

OBJECTIVE D3: Foster research collaboration among stakeholders in and outside of Mississippi

D.3.1 STRATEGY: Identify targeted areas for translational research and facilitate communication to establish collaborations

Output: Number of patient-centered translational research priorities identified

Output: Number of collaborative research partnerships

GOAL E: To conduct scientific research, data analysis, education and training on the health effects of cannabis.

OBJECTIVE E1: To develop research and teaching initiatives to improve the use of medical cannabis

Outcome: Number of grants/contracts related to medical cannabis

Outcome: Number of educational and professional development programs offered

E.1.1. STRATEGY: Develop relationships with state agencies and industry partners to educate and evaluate the use of medical cannabis

Output: Number of industry and community-engagement partnerships

GOAL F: To continue enhancement of educational and training programs to better prepare graduates to enter research, development and practice related to health, wellness, and healthcare.

OBJECTIVE F1: Explore and develop additional inter-professional education opportunities, with other health professionals in training.

Outcome: Graduate/professional degrees supported in pharmaceutical sciences

F.1.1 STRATEGY: To implement inter-professional educational encounters between health-related programs on the UM and UMMC campuses

Output: Number of inter-professional training experiences per year

6. Supplemental Information

I. EXECUTIVE SUMMARY

This strategic planning effort was broad-based, including the participation of all research faculty within the School of Pharmacy and the Research Institute of Pharmaceutical Sciences.

Given the complexity of the research enterprise, a complementary research visioning process was undertaken in tandem with the general strategic planning process. Involvement in the overall planning process was widely distributed, and then a 24-member steering committee formed the core for strategic discussions. The research vision is to enable optimization of collaborative talents (internally, as well as with UMMC and other partners) and resources, as well as maximizing the Institute's potential impact for the health of humans, animals, and the planet. The research visioning process resulted in five strategic research areas: **cancer, cardiometabolic disorders, neuroscience, infectious diseases, and medication optimization**. The strategic plan focused on building on our strengths to advance our research programs, advance innovation through industry partnerships, expand community research, and advance practice and innovation.

II. BACKGROUND

The Research Institute of Pharmaceutical Sciences (RIPS) was created by the Pharmaceutical Product Development and Utilization Law of 1964. Since that time, this Institute (which exists within the organizational structure of the School of Pharmacy at The University of Mississippi) has served as a springboard for university-generated discoveries and

- **National Center for Natural Products Research (NCNPR)** – chartered as a partnership of dissemination of knowledge regarding naturally derived products, public health, and novel drug between Federal (USDA/ARS), State (RIPS) and private enterprise, to integrate research, delivery systems. A premiere state research enterprise, the Institute's activities cover the breadth of development, and commercialization of potentially useful natural products (for research opportunities in this field: Discovery—Development—Commercialization—U human, agricultural, and environmental health). This Center is

globally recognized, and Outcomes. The Research Institute currently includes six focal areas, briefly described below: brings to the University and the State significant benefits in science, education, public relations, health and economic development.

- **Center for Pharmaceutical Marketing and Management (CPMM)** – advances research, teaching, and service in the areas of medication use and health outcomes and has national and state-wide impact in these areas. This Center provides an environment in which business (such as independent pharmacies), government (such as MS Division of Medicaid), and education (our institution and others) can come together to exchange research ideas, results, and information.
- **Pii Center for Pharmaceutical Technology** – established for the purpose of interdisciplinary drug/polymer research that provides end-stage pharmaceutical products directed at therapeutic conditions, vaccines, antidotes, and wound care. In the advancement of health and economic development, collaborative partners include private industry, government and others in academia.
- **IMPACT Center for Pharmacy Transformation (IMPACT Center)** – established April 2025 for the purpose of improving medication optimization, advancing the practice of pharmacy and driving care transformation that will enhance the health and well-being of communities throughout Mississippi.
- **National Center for Cannabis Research and Education (NCCRE)** – established in 2022, the center’s initiatives emphasize research, advising and education in medical cannabis as well as cannabis-related drug development. Along with working toward the creation of new drugs and formulations, the NCCRE will perform data collection and analysis while engaging in training and education with medical professionals, industry and government officials.
- **Clinical Pharmacy Education Program** – establishes post-baccalaureate education (Doctor of Pharmacy, “PharmD”) in the clinical science of pharmacy practice to facilitate optimal use of pharmaceutical therapies and related outcomes as applied through patient-centered care, research and evaluation. The Institute operated in 2022 on an annual budget of \$16.3 million, of which approximately \$3.4 million were from state appropriations. These state appropriations provide an essential seed to support the research, for which the remainder of funding is generated from Federal, corporate or foundation sources by the Institute’s researchers, representing a nearly 5:1 return on the state’s investment.

The Institute is organized around the efforts of a core of full-time research faculty and support staff. Academic core faculty members of the School of Pharmacy have joint appointments in the Research Institute, benefiting both the Institute and the academic departments. The Institute profits from this arrangement by having access to a very broad range of expertise, much broader than it could afford if required to hire full-time researchers in each discipline. The academic departments gain because they can call upon the resources of the Institute to support their research and because these collaborative initiatives allow the School of Pharmacy to attract and retain a superior teaching faculty.

III. VISION OF THE RESEARCH INSTITUTE OF PHARMACEUTICAL SCIENCES

A. Research Visioning Process

Recognizing the continually growing potential for positive good alongside the demands of a resource-limited environment, the School of Pharmacy through its Research Institute of Pharmaceutical Sciences examined in 2012-2013 its comprehensive vision for research. This vision was updated in 2023. This broad-based process involved all research scientists as well as relevant administrators and was facilitated by an external consultant. Through identifying core internal capacities and matching those to research growth areas that support needs in our state and beyond, this group articulated a comprehensive vision that allows for synergies and improved efficiencies in research focus. The Research Visioning graphic below describes the vision for research, as well as the mission to enable translational research to take drug discovery and development to the public and to public research health research organizations and agencies. It further enumerates the strengths (assets) of the existing research core. Focusing on major diseases and health conditions affecting Mississippians, this restructured vision was intended to optimize efficiencies within the enterprise as well as maximize the potential public good.



IV. HIGHLIGHTED FACTS ABOUT THE PROGRAM'S WORK

- Since 1968, the NCNPR has operated the only federally funded marijuana growing facility in the nation. In addition, scientists at the school have been involved in numerous studies on the plant. Several licensing agreements with NEMUS Biosciences have been reached in the last two years with technologies deriving from the marijuana program.
- The Food and Drug Administration's Center of Excellence on Botanical Dietary Supplements Research is located within the NCNPR. This center develops new scientific approaches and techniques that enhance the quality and safety of dietary supplements. The work involves collaborative research, scientific exchange and training for FDA personnel, academic scientists and industry representatives.
- Sponsored by the Waters Corporation, a Natural Products Training Center was launched

by the NCNPR to provide training for industry technical and regulatory personnel on approaches for analytical approaches to ensure the quality and safety of botanical supplements.

- The National Center for Cannabis Research and Education has focused efforts on sponsoring Policy Talks, working with the Mississippi Cannabis Patients Alliance, the state Department of Health, and other stakeholders to facilitate the implementation and evaluation of the state cannabis program.
- Since January 2011, the CPMM's Medication Use Outcomes Research Program team has operated the Mississippi Evidence-Based Drug Utilization Review Initiative (MS-DUR). MS-DUR is the retrospective drug utilization review agent for the Mississippi Division of Medicaid (DOM). In addition to providing routine DUR activities, the program is working with several bureaus and the executive director's office at DOM to conduct analyses to support policymaking, fraud detection, and development of new services and reimbursement strategies.
- Pharmacies are an important small business in the state of Mississippi and are critical to the access and provision of health care nationally. Activities in the CPMM's Pharmacy Entrepreneurship Program include research to understand innovation in today's pharmacy practice and the development of health care nationally. The program also includes initiatives to assist community pharmacies in adapting to today's environment by providing advice to practices that are struggling to remain viable.
- The Pii Center conducts interdisciplinary drug and polymer research that provides end-stage pharmaceutical products directed at therapeutic conditions, vaccines, antidotes and wound care. Utilizing cutting-edge Hot-Melt Extrusion technology, the center collaborates with private industry, government and academia to develop new, improved and expanded drug delivery systems.
- The Pii Center is capable of performing a wide range of formulation development activities to facilitate commercialization of pre-approved active pharmaceutical ingredients, new molecular entities, drug products and inactive ingredients.
- The IMPACT Center will provide the support needed to improve medication optimization, advance the practice of pharmacy and will be a driver of care transformation throughout the communities in Mississippi.
- Pharmacist-dispensed immunization is a progressive practice that serves the public by increasing patient access to preventive care, most typically through influenza immunizations and pneumococcal pneumonia immunizations. Program offerings increase the number of pharmacists who are trained and able to provide these patient-centered

services in urban and rural areas, where access via other sources may be hindered by location or time constraints.

- Medication Therapy Management is currently acknowledged by the pharmacy profession as the model for innovative pharmacy services to patients. The state of Mississippi reimburses pharmacist provision of this progressive service through Medicaid. Program offerings provide specific training to enable this level of care to be provided to patients, thereby facilitating prevention of adverse events, and improving patient quality of life through optimization of prescribed therapies.



**THE UNIVERSITY of
MISSISSIPPI**

State Court Education Program 257-00

Five-Year Strategic Plan

For the Fiscal Years 2028-2032

July 2026

MISSISSIPPI JUDICIAL COLLEGE
UM – State Court Education Program 257-00
Five-Year Strategic Plan
FY 2028-2032

1. Agency Mission Statement

The legislative mandate of the Mississippi Judicial College is to provide: (i) education and training for the courts of Mississippi and related personnel; (ii) technical assistance for the courts of Mississippi and related personnel; and (iii) current and accurate information for the Mississippi Legislature pertaining to the needs of the courts of Mississippi and related personnel. The Mississippi Judicial College’s legislative mandate is pursuant to Mississippi Code Annotated § 37-26-1 (1972).

2. Statement of Agency Philosophy

The Mississippi Judicial College is committed to providing the highest quality education and training for the courts of Mississippi and related personnel; to providing thorough and timely technical assistance for the courts of Mississippi and related personnel; and to providing current and accurate information for the Mississippi Legislature pertaining to the needs of the courts of Mississippi and related personnel. The philosophy of the Mississippi Judicial College is to comply with its statutory and court-ordered mandates with the highest standards of professionalism and to be responsive to the needs of the Mississippi judiciary.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: To provide education and training for the courts of Mississippi and related personnel.

- Conduct training conferences and seminars for state court judges.
- Conduct training conferences and seminars for state court personnel.

Statewide Goal #2: To provide technical assistance for the courts of Mississippi and related personnel.

- Provide technical assistance for state court judges.
- Provide technical assistance for state court personnel.

Statewide Goal #3: To provide current and accurate information for the Mississippi Legislature pertaining to the needs of the courts of Mississippi and related personnel.

- Provide current and accurate information to the Mississippi Legislature.

4. Overview of the Agency 5-Year Strategic Plan:

The Mississippi Judicial College has three areas as priorities for the next five years. The Mississippi Judicial College will continue to provide (i) annual education and training for the courts of Mississippi and related personnel; (ii) technical assistance for the courts of Mississippi and related personnel; and (iii) current and accurate information for the Mississippi Legislature pertaining to the needs of the courts of Mississippi and related personnel, as requested by the Legislature. In so doing, the Mississippi Judicial College will continue to fulfill its legislative mandate. Due to increasing food costs and travel reimbursement expenses, average costs have been determined by adding a 5% increase for each fiscal year.

5. Agency's External/Internal Assessment

1. Decreases to the state general fund appropriation to the State Court Education Program would impact the Mississippi Judicial College's goals.
2. Increases in the number of annual hours of training mandated would impact the Mississippi Judicial College's goals.
3. Increases in the number of judges to train would impact the Mississippi Judicial College's goals.
4. Increases in the number of court personnel to train would impact the Mississippi Judicial College's goals.
5. Decreases in the state general fund appropriation to the judiciary's education budget would impact the Mississippi Judicial College's goals.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2027 through FY 2031

GOAL A. To provide education and training for the courts of Mississippi and related personnel.

OBJECTIVE A.1 Effectively train and educate judges and court personnel.

A.1.1 STRATEGY: Conduct the "Continuing Education Course for Circuit Clerks" pursuant to Miss. Code Ann. § 9-7-122 (1972).

Output: One 12-hour annual statewide conference

Efficiency: \$701.75-\$788.58 average cost per person

Explanatory Performance Measure: 82 chancery clerks trained

A.1.2 STRATEGY: Conduct the "Continuing Education Course for Chancery Clerks" pursuant to Miss. Code Ann. § 9-5-132 (1972).

Output: One 12-hour annual statewide conference
Efficiency: \$701.75-\$788.58 average cost per person
Explanatory Performance Measure: 82 circuit clerks trained

A.1.3 STRATEGY: Conduct the “Continuing Education Course for Justice Court Judges” pursuant to Miss. Code Ann. § 9-11-4 (1972).

Output: Two 12-hour semi-annual statewide conferences
Efficiency: \$644.65-\$725.53 average cost per person per conference
Explanatory Performance Measure: 198 justice court judges trained

A.1.4 STRATEGY: Conduct the “Justice Court Clerks Training Course” pursuant to Miss. Code Ann. § 9-11-29 (1972).

Output: One 12-hour annual statewide conference
Efficiency: \$814.54-\$916.79 average cost per person
Explanatory Performance Measure: 86 justice court clerks and designated deputy clerks trained

A.1.5 STRATEGY: Conduct the Municipal Court Judges Seminar pursuant to Miss. Code Ann. § 37-26-1 (1972).

Output: One 12-hour annual statewide seminar
Efficiency: \$814.54-\$916.79 average cost per person
Explanatory Performance Measure: Up to 238 municipal judges and 3 CCID court judges trained

A.1.6 STRATEGY: Conduct the Municipal Court Clerks Conference pursuant to Miss. Code Ann. § 21-23-12 (1972).

Output: One 12-hour annual statewide conference
Efficiency: \$637.07-\$717.01 average cost per person
Explanatory Performance Measure: 237 municipal court clerks and 1 CCID court clerk trained

A.1.7 STRATEGY: Conduct the Trial and Appellate Judges Conference pursuant to Miss. Rule of Continuing Judicial Education 3 and Miss. Code Ann. § 37-26-1 (1972).

Output: Two 12-hour semi-annual statewide conferences
Efficiency: \$528.95-\$595.31 average cost per person per conference
Explanatory Performance Measure: 232 trial, appellate, and sr. status judges trained

A.1.8 STRATEGY: Conduct the Youth Court Judges and Referees Seminar pursuant to Miss. Rule of Continuing Judicial Education 3 and Miss. Code Ann. § 37-26-1 (1972).

Output: One 12-hour annual statewide seminar
Efficiency: \$812.51-\$914.50 average cost per person
Explanatory Performance Measure: 88 youth court judges and referees trained

A.1.9 STRATEGY: Conduct the Court Administrators Conference pursuant to Miss. Rules and Regulations for Certification and Continuing Education for Mississippi Court Administrators, Rule 3.

Output: One 12-hour annual statewide conference
Efficiency: \$421.84-\$924.05 average cost per person
Explanatory Performance Measure: 146 court administrators trained

A.1.10 STRATEGY: Conduct the Court Reporters Conference pursuant to Miss. Rules and Regulations Governing Certified Court Reporters, Rule X.

Output: One 12-hour annual statewide conference
Efficiency: \$421.84-\$924.05 average cost per person
Explanatory Performance Measure: 151 official court reporters trained

A.1.11 STRATEGY: Conduct the “Chancery Clerks Training Course” pursuant to Miss. Code Ann. § 9-5-132 (1972). (FY2028) (FY2032)

Output: One 32-hour quadrennial statewide conference
Efficiency: \$700.64-\$788.58 average cost per person
Explanatory Performance Measure: 20-30 newly elected chancery clerks trained

A.1.12 STRATEGY: Conduct the “Circuit Clerks Training Course” pursuant to Miss. Code Ann. § 9-7-122 (1972). (FY2028) (FY2032)

Output: One 32-hour quadrennial statewide conference
Efficiency: \$700.64-\$788.58 average cost per person
Explanatory Performance Measure: 20-30 newly elected circuit clerks trained

A.1.13 STRATEGY: Conduct the “Justice Court Judges Training Course” pursuant to Miss. Code Ann. § 9-11-4 (1972). (FY2028) (FY2032)

Output: One 80-hour quadrennial statewide conference
Efficiency: \$1,289.27-\$1,451.07 average cost per person
Explanatory Performance Measure: 30-50 newly elected justice court

judges trained

A.1.14 STRATEGY: Conduct a Trial and Appellate Judges Training Course pursuant to Miss. Rule of Continuing Judicial Education 3 and Miss. Code Ann. § 37-26-1 (1972). (FY2031) (FY2035)

Output: One 32-hour quadrennial statewide conference

Efficiency: \$700.64-\$788.58 average cost per person

Explanatory Performance Measure: 30-50 newly elected trial and appellate judges trained

GOAL B. To provide technical assistance for the courts of Mississippi and related personnel.

OBJECTIVE B.1 Provide accurate and relevant technical assistance to judges and court personnel.

B.1.1 STRATEGY: Provide and update the *Handbook for Mississippi Chancery Court Clerks*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 82 chancery clerks

B.1.2 STRATEGY: Provide and update the *Handbook for Mississippi Circuit Court Clerks*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 82 circuit clerks

B.1.3 STRATEGY: Provide and update the *Manual for Mississippi Justice Courts*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 198 justice court judges; 86 justice court clerks and designated deputy clerks; and 19 appellate judges

B.1.4 STRATEGY: Provide and update the *Manual for Mississippi Municipal Courts*.

Output: One handbook publication available electronically.

Explanatory Performance Measure: Accessible by 238 municipal court judges; 237 municipal court clerks and 19 appellate judges

B.1.5 STRATEGY: Provide and update the *Manual for Mississippi Youth Courts*.

Output: One handbook publication available electronically.

Explanatory Performance Measure: Accessible by 88 youth court judges and referees and 19 appellate judges

B.1.6 STRATEGY: Provide and update the *Manual for Mississippi Court Administrators*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 146 court administrators

B.1.7 STRATEGY: Provide and update the *Benchbook for Mississippi Chancery Court Judges*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 52 chancery court judges and 19 appellate judges

B.1.8 STRATEGY: Provide and update the *Benchbook for Mississippi Circuit Court Judges*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 57 circuit court judges and 19 appellate judges

B.1.9 STRATEGY: Provide and update the *Benchbook for Mississippi County Court Judges*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 34 county court judges and 19 appellate judges

B.1.10 STRATEGY: Provide and update the *Mississippi Guardians ad Litem Training Manual*.

Output: One handbook publication available electronically.

Explanatory Performance Measure: Accessible by more than 100 guardians *ad litem*

B.1.11 STRATEGY: Provide and update the *Benchbook for Mississippi Senior Status Judges*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by more than 60 senior status judges and 19 appellate judges

B.1.12 STRATEGY: Provide and update the *Manual for Capitol Complex Improvement District Court*.

Output: One handbook publication available electronically and in written format.

Explanatory Performance Measure: Accessible by 3 CCID court judges and 1 CCID court clerk

GOAL C. To provide current and accurate information for the Mississippi Legislature pertaining to the needs of the courts of Mississippi and related personnel when requested.

OBJECTIVE C.1 Effectively provide current and accurate information for the Mississippi Legislature pertaining to the needs of the courts of Mississippi and related personnel when requested.

C.1.1 STRATEGY: Provide current and accurate information to the Mississippi Legislature and the Mississippi Administrative Office of Courts when requested.

University of Mississippi Medical Center

Strategic Plan

FY2028 – FY 2032

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UNIVERSITY OF MISSISSIPPI MEDICAL CENTER MISSION STATEMENT

The mission of the University of Mississippi Medical Center is to improve the health and well-being of patients and the community through excellent training for health care professionals, engagement in innovative research, and the delivery of state-of-the-art health care.

UNIVERSITY OF MISSISSIPPI MEDICAL CENTER VISION STATEMENT

The University of Mississippi Medical Center will be a premier academic health sciences system that is recognized nationally for high-quality clinical care, for innovative research and for training committed health care professionals who work together to improve health outcomes and eliminate health disparities.

UNIVERSITY OF MISSISSIPPI MEDICAL CENTER PHILOSOPHY & VALUES

- Integrity – Our shared dedication to honesty, principles, and serving the greater good
- Respect – Our belief that every person is worthy of consideration and kindness
- Excellence – Our drive to work harder, think deeper, and go above and beyond to transform good to great
- Compassion – Our commitment to treat everyone with sympathy and empathy
- Professionalism – Our goal of creating trust through appearance, conduct, communication and character

RELEVANT STATEWIDE GOALS AND BENCHMARKS

Statewide Goal #1: To enhance the state's economy

Statewide Benchmark #1: Economic Development

- Number of jobs in health care sector

Statewide Goal #2: To make available quality, accessible education for health care professionals at an affordable cost to both taxpayer and student while being a leading health sciences research center that improves human health through discovery, leadership and innovations

Statewide Benchmark #2: Education

- Percentage of students enrolled who complete program of study
- Number of degrees awarded
- Number of graduates in high need disciplines (medical doctors and nurses)
- Examination pass/ failure rate
- Percentage of medical doctors who graduate from UMMC and remain in Mississippi for residency
- Percentage of UMMC School of Medicine graduates practicing in Mississippi after licensure
- Total dollar value of research grants and contracts awarded
- Number of patents received
- Number of patents received that are commercialized

Statewide Goal #3: To ensure public safety (§ 37-105-3) for both employees, students, patients and visitors, in addition, to provide emergency preparedness for health-targeted disasters

Statewide Benchmark #3: Public Safety and Order

- Establish medical emergency services to maintain medical services during unanticipated events across Mississippi
- Approximate number of people on campus on a given day
- Approximate number of vehicles on campus on a given day
- Number of campus crimes reported (larceny-theft, motor vehicle theft, assault)

Statewide Goal #4: To provide access to quality health care by being a preferred health system with preferred clinicians and working toward solutions Mississippi's greatest health-related challenges

Statewide Benchmark #4: Health

- Preventable hospitalizations (discharge rate among the Medicaid population for diagnoses amenable to non-hospital base care)
- Number of persons treated in an emergency room for non-emergency issues, amongst all patient population and amongst the Medicaid patient population
- Cost of persons treated in an emergency room for non-emergency issues, amongst all patient population and amongst the Medicaid patient population

OVERVIEW OF THE INSTITUTION'S FIVE-YEAR STRATEGIC PLAN

The approach for strategic planning at UMMC consists of broad-based involvement across the organization. The strategic planning process engages leaders across UMMC's mission areas, organizational units, and physical locations. Strategy core teams are formed that: (1) represent all three mission areas, (2) consist of leaders who have a good understanding of the overall organization, and (3) include leaders and other stakeholders who have a willingness to help strategically define UMMC's future.

UMMC's strategy core team leaders use system thinking to define the organization in broad terms and identify the important variables and interrelationships that affect decisions. Such variables and insight are incorporated into near, mid, and long term planning for all of the mission areas.

UMMC's strategic planning approach is driven by the identification and planning around core critical issues facing the organization. During high level meetings, the core strategic plan working group evaluated the external and internal environmental issues, identified key stakeholders, and isolated critical success factors. The core team continually considers UMMC's strengths and weaknesses and the availability of resources. Such insights form the foundation for the UMMC strategic plan, and these are cascaded down to form the strategies for each mission area.

The strategic planning process at UMMC has resulted in five specific strategic themes:

1. Maximize value in quality of care
2. Promote clinical access, efficiency and growth
3. Cultivate a vibrant academic community
4. Foster excellence in research
5. Optimize institutional service areas

Maximize value in quality of care: Providing safe, excellent care is always our highest responsibility. To fulfill this duty, it is essential to make the best use of our resources. Every step of the patient journey presents opportunities to improve the efficiency and efficacy of care we provide. Led by Dr. Alan Jones, associate vice chancellor for health affairs, this strategy aims to streamline and optimize each part of the clinical enterprise in ways that will deliver value to patients.

Together, these improvements represent a meaningful step forward in delivering affordable, quality care to all Mississippians.

Promote clinical access, efficiency and growth: Delivering primary and specialized care to more Mississippians in more locations benefits everyone. For patients, it means more timely care and better outcomes. For UMMC, it means building more clinics, creating more jobs and bringing expertise from the state's academic medical center to more communities. For Mississippi, it means improved access to care, giving more residents the opportunity to pursue their dreams and live healthier, more fulfilling lives. Dr. Alan Jones will oversee these efforts to promote clinical access, efficiency and growth of the UMMC health System.

Cultivate a vibrant academic community: Our health sciences schools set UMMC apart from every other health care institution in the state. The education mission elevates the level of care UMMC provides, while training tomorrow's health professionals. Making sure our students benefit from energized, accomplished teachers in a challenging, yet nurturing, learning environment is a top institutional priority. Under the leadership of Dr. Scott Rodgers, associate vice chancellor for academic affairs, this strategy will help our schools continue to build a strong, highly capable health care workforce deeply dedicated to caring for Mississippians now and for generations to come.

Foster excellence in research: At its core, research is about discovering, sharing and applying

THE UNIVERSITY OF MISSISSIPPI MEDICAL CENTER

information. Over the next five years, UMMC Research will make it easier to gather data and discover and share breakthroughs, moving new findings from labs to clinical care on a fast track. UMMC's research portfolio spans the entirety of the research spectrum from basic science studies of the mechanisms of normal physiology and disease development and progression, to developing and testing new therapies, to applied community-focused research for optimized delivery of health care to Mississippians. Dr. Gene L. Bidwell, associate vice chancellor for research, will guide UMMC's team of accomplished and nationally recognized researchers through these efforts.

Optimize institutional service areas: The tripartite mission of education, research, and patient care at UMMC relies on an army of support teams and operations units. It is imperative that we provide the resources needed to excel, and processes designed to drive progress. Challenging ourselves and each other to achieve excellence is an important step in optimizing our institution for success. This strategy, led by Dr. Brian Rutledge, assistant vice chancellor and chief of staff, will foster efficiencies and improvements in our operations, helping UMMC get more out of initiatives across all three mission areas.

SIGNIFICANT EXTERNAL FACTORS WHICH MAY AFFECT PERFORMANCE

Uncompensated Care. The patient volume at our hospitals and clinics traditionally has been sufficient to meet the needs of our educational programs. Within the last few years however, the increasing load of trauma patients and an unprecedented increase in uncompensated care have stressed the organization with costs of those services for \$75M in FY 2024 and \$84.2M in FY 2023. These are not the amounts that we bill but our cost of indigent care.

Changes in Standards or New Requirements for Accreditation. Accreditation, both programmatic and institutional, is the hallmark of an outstanding academic institution. The United States Department of Education (USDOE) and the Council for Higher Education Accreditation (CHEA) approve academic accreditation associations. With each accreditation cycle, accrediting agencies review their standards and procedures and may change requirements of accreditation. While changes have the intent of improving the academic and clinical programs, the costs of meeting new standards fall to the institutions undergoing accreditation.

Uncertain Funding for Graduate Medical Education Programs. The Medical Center is committed to increasing the number of physicians and other health professionals to meet the health care needs of an aging population that has an increasing burden of chronic illnesses such as hypertension, obesity, diabetes and cancer. As the School of Medicine increases its class size in an effort to produce more physicians for the state, we must carefully monitor the number of residency positions and seek to align GME training with the emerging needs of the state. The funding for residency positions has not increased nationally in a number of years. With more medical school graduates than residency positions, graduates will have to leave the state to seek residency positions and research shows these physicians are unlikely to return.

Changes in Standards for Patient Care. As the state's only academic health sciences center, the Medical Center has made a commitment to provide care for Mississippi patients in unique and complex services such as transplantation (bone marrow, kidney, heart, pancreas, liver), fetal surgery, high-risk obstetrics, neonatal ICU, and radiation oncology. With the continued provision of these tertiary and quaternary levels of care comes an increasing need for technology and the increased cost of care.

The UMMC Center for Telehealth currently provides services across multiple specialties and provides access to patients in all 82 Mississippi counties. Even though we have an established presence across the state, we continue to explore innovative ways to deliver health care to our patients. During the pandemic, the Center for Telehealth played a vital role in helping UMMC providers continue to provide care. During this time, we saw a more than 286% increase in telehealth visits and trained over 1,250 users on the telehealth platform.

The Center for Telehealth is one of the only two National Center of Excellence for Telehealth as designated by Health Resources and Services Administration (HRSA). In the last two years we have established one of the largest School Based Telehealth Programs in the State that provides access to urgent care and behavioral health services to more than 190,000 K-12 students free of cost. We have also implemented a virtual nursing program at UMMC with plans for further expansion this year.

We strive to integrate telehealth across all settings of care delivery and develop innovative hybrid models of care to achieve better outcomes for all. **The UMMC Center for Telehealth** seeks to support the institution by providing and supporting telehealth solutions that include remote monitoring and remote clinic capabilities with the goal of producing positive patient outcomes. These services focus on decreasing health disparities, managing chronic disease and improving health quality while reducing the overall cost of care. The Center for Telehealth provides patient, provider, and staff education across the telehealth telecommunication network and enhancing the

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services provided within the institutions as well as in rural Mississippi.

The UMMC2YOU application's function expanded to include providing services originating in any UMMC ambulatory clinic setting to patients' homes and other clinics. The clinical services provided are urgent care, patient assessments, and follow-up appointments. UMMC Center for Telehealth is committed to creating a model for the continuation of these services that integrates with Epic and takes into account the unique needs of various service lines.

INSTITUTION'S INTERNAL MANAGEMENT SYSTEMS UTILIZED TO EVALUATE ITS PERFORMANCE

As the only academic health sciences center for the state of Mississippi, the Medical Center takes seriously its responsibility to produce well-trained health professionals to meet the needs of the citizens of Mississippi. Meeting the workforce needs has mandated expansion of enrollment in UMMC's professional schools and accommodation to the increasing demand for clinical services in our hospitals and clinics.

All academic, research and clinical programs closely tie to the mission and goals of the Medical Center, clearly delineated in our publications and websites, and periodically reviewed.

The Medical Center's master planning process evaluates short-range and long-range goals for the institution's programmatic and physical resources development, provides continuing oversight in progress toward these goals, reviews goals and priorities for their continuing relevance, and recommends budgetary priorities for the vice chancellor.

The Department of Internal Audit provides institutional oversight of financial processes. The Office of Integrity and Compliance assures that the Medical Center complies with all statutory and regulatory requirements.

Each school has regular planning sessions, a strong committee structure, and criteria by which faculty are evaluated and recommended for promotion and tenure. Each school has a curriculum committee that monitors course content, teaching methodologies and student satisfaction with the curriculum. The schools publish criteria for evaluating student performance and policies that guide student promotion, dismissal and appeals. All schools also measure outcomes such as performance on board examinations, licensure and job placement.

The Medical Center assesses institutional effectiveness down to the level of instructional programs and service units through collection of data to measure the success of outcomes. Using this data, a course of improvement is implemented which will be reassessed during the next cycle. Continuous improvement of current processes measures institutional effectiveness.

The Office of Academic Affairs provides a number of oversight and support functions for the campus such as academic planning and strategy, academic policies and procedures, continuing health professions education, faculty development, institutional accreditation, quality improvement and innovation in education, resources through the Rowland Medical Library and student services.

The UMMC Health System has a full-functioning committee structure in place. A primary responsibility of each committee is to review designated hospital programs to assure quality in every aspect of patient care.

The Medical Center evaluates the performance of all employees annually. Assistance is available through the Department of Human Resources and the individual departments to help employees improve performance when necessary.

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ENROLLMENT AND DEMOGRAPHICS TABLES

ENROLLMENT AND DEMOGRAPHICS <i>Enrollment by School and Degree/Certificate Program</i>					
PROGRAM	2025- 2026	2024- 2025	2023- 2024	2022- 2023	2021- 2022
MD	657	647	654	661	658
BS in Dental Hygiene	38	40	41	40	37
BS in Dental Hygiene Adv Standing	2	3	0	2	2
DMD	161	161	161	158	158
TOTAL SOD	201	204	202	200	197
Nursing BSN - Jackson	243	216	214	215	209
Nursing BSN - Oxford	116	-	-	-	-
2 nd Degree Accelerated	72	65	63	64	66
Dual Option Adv. Standing	0	0	0	0	0
BSN Advanced Degree	71	83	63	75	98
BSN Accelerated - Oxford	77	82	66	68	60
Post Master's Certificate	18	20	14	17	26
Non-Degree Undergraduate	0	0	0	0	0
Master of Science in Nursing	223	236	293	293	258
RN/MSN	69	80	85	61	53
Master's Non-Degree Student	0	0	0	3	5
Doctor Nursing Practice	32	27	34	31	25
Doctor Nursing Practice Special	40	31	29	23	17
TOTAL NURSING	961	843	861	850	817
BS in Medical Laboratory Sciences	16	11	24	22	16
BS in Medical Lab Sciences Progression	5	0	0	0	1
BS in Dental Hygiene (moved to SOD)	-	-	-	-	-
BS in Dental Hygiene Adv Standing (moved to SOD)	-	-	-	-	-
BS in Health Informatics & Information Mgt.	7	1	9	8	9
BS in Health Informatics & Information Mgt. (Non-traditional)	4	4		6	4
MS in Health Informatics & Information Mgt.	7	14	0	21	20
BS in Health Sciences	19	12	21	20	27
BS in Histotechnology	4	5	-	2	4
Master of Health Sciences	17	24	13	24	15
Master of Occupational Therapy	0	0	3	0	0

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Doctor of Occupational Therapy	103	107	108	111	107
Doctor of Health Administration	25	24	29	28	33
Doctor of Physical Therapy	149	135	133	138	143
Doctor of Physical Therapy Transitional	-	-	-	-	-
BS in Radiologic Sciences	54	47	45	46	50
BS in Radiologic Sciences Adv Standing	22	13	23	28	28
MS in Magnetic Resonance Imaging	4	2	4	5	5
MS in Nuclear Medicine Technology	5	2	3	6	5
Post Baccalaureate Cert in Health Informatics	2	0	3	2	3
Post Baccalaureate Cert in Medical Scribe Spec	-	-	0	0	1
Post Baccalaureate Cert in Leadership and Management	2	2	-	-	-
Non-Degree Graduate SHRP	1	0	0	0	0
TOTAL SHRP	446	431	425	451	460

Basic Medical Sciences	158	177	180	170	196
MS in Clinical Investigation	9	10	4	4	10
Clinical Health Sciences	10	0	0	0	0
Ph.D. Nursing	17	17	15	15	16
Post Baccalaureate Cert in Molecular Medicine	4	7	0	7	5
Non-Degree Graduate GRAD	1	-	-	-	-
TOTAL SGSHS	199	211	199	227	209

Executive MS in Population Health Management	3	6	6	6	2
MS in Biostatistics and Data Science	5	5	3	3	4
MS in Population Health Science	9	9	9	17	9
Non-Degree Graduate SPH	0	0	1	1	4
PHD in Biostatistics and Data Science	15	11	12	14	13
PHD in Population Health Science	15	10	10	7	10
Post Baccalaureate Certificate in Analytics	0	0	0	1	2
Post Baccalaureate Certificate in Population Health Science	2	1	0	2	1
TOTAL SOPH	49	44	41	51	45

Postgraduate Education

*Residents and Fellows in Postgraduate
Specialties*

Residents in Medical Departments	2025- 2026	2024- 2025	2023- 2024	2022- 2023	2021- 2022
Anesthesiology	42	41	39	39	37
Dermatology	15	13	13	12	11

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Emergency Medicine	48	49	49	47	47
Family Medicine	28	29	32	30	30
Medicine - Internal	108	101	106	104	120
Medicine/Pediatrics	21	20	20	20	18
Neurology	18	20	21	13	16
Neurosurgery	11	11	11	9	10
Obstetrics and Gynecology	27	26	25	24	22
Ophthalmology	13	12	12	12	12
Orthopedic Surgery	21	20	20	19	19
Orthotics	-	2	1	0	1
Otolaryngology	15	15	15	15	15
Pathology	15	14	14	14	15
Pediatrics	52	51	48	48	54
Psychiatry and Human Behavior	29	29	24	28	28
Radiation Oncology	2	1	1	3	3
Radiology	34	34	29	30	28
Surgery	48	47	38	43	42
Urology	10	10	10	10	10
Total	557	545	528	517	538
Residents in Dentistry	23	21	15	22	19
Residents in Clinical Psychology	7	7	7	6	6
Residents in Physical Therapy	6	4	5	3	3
Residents in Public Health & General Preventive Medicine	9	8	9	3	2

Fellows in Medical Departments	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022
Anesthesiology	4	3	0	1	2
Medicine	59	70	76	67	68
Neurology	3	-	-	-	-
Neuromuscular Medicine	0	0	0	0	0
Neurophysiology	0	1	0	0	1
Neurosurgery	0	0	0	3	0
Obstetrics and Gynecology	3	0	2	0	0
Orthopedic Surgery	2	3	3	3	2
Ophthalmology	0	0	0	0	0
Pathology	0	0	1	0	0
Pediatrics	13	14	15	22	22
Psychiatry and Human Behavior	3	0	0	0	0
Radiology	0	1	0	1	1
Surgery	9	8	6	8	8
Total	96	100	103	105	104

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Fellows in Basic Science Departments	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022
Anatomy	-	-	0	1	3
Biochemistry	-	-	-	0	1
Biomedical Material Science	-	-	-	4	4
Microbiology	-	-	-	1	1
Pathology	-	-	-	0	1
Pharmacology and Toxicology	-	-	-	0	0
Physiology and Biophysics	-	-	-	3	3
Total	-	-	-	7	12

Fellows in Dentistry	0	0	0	0	1
Fellows in Clinical Psychology	0	0	0	0	0

School of Dentistry

To encourage the study of dentistry toward the Doctor of Dental Medicine degree and the study of dental hygiene towards the Bachelor of Science degree; as well as the continued education of the state's dental health professions; and the encouragement of dental research and the improvement of dental health (Miss. Code Ann. § 37-115-103)

The program performance measures for the School of Dentistry that have been submitted to the Mississippi Legislative Budget Office in Form MBR-1-03PI are as followed:

- Dental Advanced Education Residents
- DMD and DH Enrollment (Students)
- Percentage Dental Grads Passing Licensure Exam (%)
- Programs Sponsored by Outside Agencies
- Acquire sufficient amount of funds to support research activities and infrastructure for research (%)
- Number of professional development programs provided for the faculty and staff
- Support and assist UMMC Development Program to build a strong relationship between the School of Dentistry, alumni and the public (Number held)

These are in accordance with the Mississippi Performance Budget and Strategic Planning Act of 1994.

FY 2028

Instruction

Goal: Provide education, clinical practice and continuing education to develop and implement a continuously improving program

Objective A.1: *Provide education to prepare competent, ethical dentists for the state of Mississippi*

Outcome: Percentage of dental graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students from the diverse population of the state of Mississippi*

Output: DMD enrollment (# students)

Explanatory: Growth and additional state funding for the Mississippi Rural Dentists Scholarship Program has produced 25 practicing dentists and 12 dental students who are currently benefiting from this program.

Strategy A.1.2: *Provide and evaluate in a systematic and ongoing manner a curriculum that incorporates current principles and standards of the basic, clinical, and behavioral sciences and provides appropriate patient care experiences necessary to assure the clinical competency of dental students for the primary oral health care in the state of Mississippi*

Output: Dental General Practice Residents

Output: Dental Advanced Education Residents

Explanatory: The number of faculty advisors must be maintained at a minimum of ten to ensure tracking of patient care and allowing fewer teams assigned to each faculty advisor.

Explanatory: The School of Dentistry also serves the state by providing care for special needs patients, consulting services and biopsies. This allows for unique training experiences for dental residents.

Explanatory: This program seeks to provide continuing education for dentists in the state of Mississippi.

The School of Dentistry completed its re-accreditation process in February of 2025 with the Commission on Dental Accreditation. In the area of education, the curriculum committee and the Office of Academic Affairs continue to emphasize the development of critical thinking skills and principles of evidence-based dentistry within the curriculum and clinical activities. The Assistant Dean for Academic Affairs, key faculty members, and the curriculum committee are engaged in a concentrated continuous review of the curriculum. The school has moved to a general dentistry model for the clinical years. Each clinical student is assigned a group care director who guides the comprehensive care process. Additionally, the instructional designer has worked closely with the faculty to help improve and enhance their educational methodologies. This individual has assisted the Assistant Dean for Academic Affairs in reviewing curriculum changes and course evaluations across the dental school. Moreover, the instructional designer has been instrumental in the school's implementation of online learning components and technologies within our courses.

As part of our curriculum reform, we continue to develop our assessment courses. The Comprehensive General Dentistry Assessments I-IV (CGDA) are global assessment tools developed to test students in all disciplines in dentistry and biomedical sciences. The CGDA I is a comprehensive exam that takes place at the end of the first year of study. It is comprehensive over all clinical and biomedical sciences courses they have had to that point. It is a multiple-choice exam in the INBDE format. The CGDA II is a two-part exam. First, there is an oral examination where students must answer standardized questions to a panel of calibrated faculty examiners. These questions integrate with clinical and biomedical sciences. This examines their knowledge of the material, but just as importantly, their ability to think quickly and articulate verbally their thoughts. The second part of the CGDA II is the skills assessment exam. This exam ensures the students can perform basic skills deemed necessary to enter into their clinical (patient care) portion of study. The CGDA III is a 6-hour OSCE that has 36 graded stations, which contain numerous questions around a case. These are clinical, biomedical sciences, and evidence-based questions. Finally, the CGDA IV is a 4-part exam. The first part of the CGDA IV is a jurisprudence (legal and ethical aspects of dentistry) exam. The second part of the CGDA IV is a treatment planning examination. The student must identify all the problems associated with the case and develop a treatment plan sequentially. The third part is clinical OSCE based which covers scenarios that a student will encounter in practice. The final part is a case presentation, taking a case the student has treated comprehensively while in dental school. After the student presents their case to a panel of 4-5 faculty, the faculty will examine the student by asking questions on clinical procedures, biomedical sciences, rationale, literature, etc. The intent is for these examinations to keep prior learned material in front of them and show relevance to the clinical application. These exams are important because they ensure the students have collective global knowledge of dentistry and provide a refresher of material learned each year, including the biomedical sciences. This has led to better results on the INBDE with a 99% pass rate over the last 4 years. Additionally, the first- and second-year curricula underwent a complete revision to better prepare our students for the

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Integrated National Dental Board Exam that began in 2021. This “decompression” of our curriculum does two things: 1) gives more time for students to absorb and internalize the material for better retention and 2) spreads out the biomedical sciences throughout the education of the student instead of just in the first 18-months of the education. All of our faculty that teach are requested to incorporate at minimum 10% INDBDE style questions on all didactic examinations.

In our curriculum, we are moving away from passive learning to “student-centered” learning through the flipped classroom, small groups, and utilizing flexible learning spaces that facilitate discussion. The instructional designer along with several course directors have been integral in helping lead faculty transition to this type of teaching and learning approach that increases understanding and retention of the information. With the changes in our curriculum involving both didactic courses and the clinical years we are working to improve the education that our students receive, so when they graduate, they are able to enter into the health care needs of our community and are well prepared to provide comprehensive care for their patients.

The Dental Hygiene Department offers two programs of study. The entry-level, traditional program offers students the opportunity to earn a baccalaureate degree and sit for initial dental hygiene license. The second program is the dental hygiene advanced standing (DHAS) online program. The DHAS program is designed to allow licensed dental hygienists the opportunity to receive credit for previous professional education experiences and to earn a baccalaureate degree in dental hygiene from UMMC. Both the traditional and the DHAS programs are offered through lock step, five semester curricula.

The service-learning opportunities provide training and encouragement in civic engagement and community values. The school’s annual service activities include participation in outside community health projects and health fairs across the state, Give Kids a Smile Day, Dental Mission Week, student-led community health projects, and off- site patient care at locations such as Jackson Free Clinic and Mission First. During the 2025 Dental Mission Week, the SOD provided more than 800 adults with free dental care. The event benefits both the local community and students who are able to examine and treat patients with a variety of oral health issues. Our pediatric dentistry department started a new program called Free Care Friday. This program occurs monthly to provide care at no charge to a cohort of children based on need. The program gives pediatric dentistry experience to our predoctoral students and Pediatric Dental residents. Dental hygiene students participate in the Mississippi population oral health collaborative program in the Delta. This program provides exams and oral hygiene instruction to school aged children. This grant also provides continuing education statewide and nationally to practicing dentists and dental hygienists through an online live forum. The school has also established a new designation, Honors in Service. Dental and Hygiene students who show strong community engagement by committing to service beyond their minimum program requirements are eligible to apply for Honors in Service Program. Upon completion, students will have a special designation on their transcripts as well as honors cords to wear during commencement.

Growth and additional state funding for the Mississippi Rural Dentists Scholarship Program has produced 25 practicing dentists and 12 dental students who are currently benefitting from this program.

In partnership with the Center for Research and Education in Technology (CRET), the University of Mississippi is one of four dental schools in the country to house a state-of-the-art innovation clinic. Opening in 2019, following a generous donation from Regions Bank, the clinic contains state-of-the-art dental equipment and technology to allow dental students to deliver patient care and use products unique to the innovation site. Senior dental students and dental hygiene students will be up to date with current equipment and techniques to prepare them for practice following-graduation. In 2024, we renewed our commitment for an additional five years with dental industry partners to provide the latest dental equipment and technology for predoctoral patient care. This past year partners have provided an additional 3D printer and 2 new state of

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the art operatories for patient care in addition to our current intraoral scanners, diode laser, intraoral cameras and cone beam CT scanners.

In the area of clinical practice, we continue to plan and implement improvements. We are in the final design development phase for a new clinical building that will provide clinical space for an advanced general dentistry clinic, faculty clinic, and the comprehensive general dentistry clinic. Construction of the ~40,000 sq ft. facility began in late 2025 with completion in 2027. The recent addition of 3D printing and CAD/CAM capabilities in our clinical lab continue to allow faster on-site fabrication of dental prosthesis for our patients. We added to the number of intraoral scanners for use in the predoctoral student training program for restorative and orthodontic procedures. The ability for denture fabrication digitally and printed custom surgical guides and occlusal mouthguards represent our teaching latest technologies in our clinics. Also in clinics, we added two panoramic/cephalometric acquisition units for our radiology needs and increased to the number of digital sensors available for use with patient care.

We continue to add new development with the Epic Wisdom Electronic Health Record (EHR) and our custom-built assessment software. “Tap and Go” badge authentication software was added to our clinical workstations to allow more efficient documentation for patient visits and workstations were upgraded in each operatory to allow use of a more current operating system for quicker, more secure and efficient access to patient health information in the EHR.

The Department of Comprehensive General Dentistry’s comprehensive patient care curriculum is now fully implemented in clinics improving the predoctoral patient experience and provides more efficient access to care.

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on dentistry and the basic sciences*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure for research (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

In the area of research, the School of Dentistry continues mentoring students through the Undergraduate and Professional Student Training in Advanced Research Techniques (UPSTART) program, which is in its eighteenth year. Thirty-three students matched with research mentors for the program this year. In addition, 10 students completed the Honors in Research Program this year. Peer-reviewed research publications by the School of Dentistry’s faculty members continue to have a high impact on the field and direct clinical relevance. The faculty had 56 author and co-author positions on scientific journal articles. In funding, the school continues to be successful in acquiring extramural funds that support campus research infrastructure and the state economy.

Academic Support

Goal A: Provide administrative support for the School of Dentistry for services provided in the Office of the Dean as well as oversee faculty business travel

Objective A.1: Provide resources for faculty and staff development

Outcome: Support and assist UMMC Development Program to build a strong relationship between the School of Dentistry, alumni and the public (# held)

Strategy A.1.1: *Administrative support is provided for the School of Dentistry through the*

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Office of the Dean and the Office of Admissions and Student Affairs. Annual events and professional development is provided for interactions between the School of Dentistry's faculty, staff and students, and the school's alumni, dentists within the state of Mississippi and friends/supporters of the school

Efficiency: Number of professional development programs provided for the faculty and staff

FY 2029

Instruction

Goal A: Provide education, clinical practice and continuing education to develop and implement a continuously improving program

Objective A.1: *Provide education to prepare competent, ethical dentists and dental hygienists for the state of Mississippi*

Outcome: Percentage of dental and dental hygiene graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students from the diverse population of the state of Mississippi*

Output: DMD and DH enrollment (# students)

Explanatory: Growth and additional state funding for the Mississippi Rural Dentists Scholarship Program has produced 25 practicing dentists and 12 dental students who are currently benefiting from this program.

Strategy A.1.2: *Provide and evaluate in a systematic and ongoing manner a curriculum that incorporates current principles and standards of the basic, clinical, and behavioral sciences and provides appropriate patient care experiences necessary to assure the clinical competency of dental students for the primary oral health care in the state of Mississippi*

Output: Dental General Practice Residents

Output: Dental Advanced Education Residents in Oral Surgery and Pediatric Dentistry

Explanatory: The number of faculty advisors must be maintained at a minimum of ten to ensure tracking of patient care and allowing fewer teams assigned to each faculty advisor.

Explanatory: The School of Dentistry also serves the state by providing care for special needs patients, consulting services and biopsies. This allows for unique training experiences for dental residents.

Explanatory: This program seeks to provide continuing education for dentists in the state of Mississippi

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on dentistry and the basic sciences*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure for research (%)

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Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Dentistry for services provided in the Office of the Dean as well as oversee faculty business travel

Objective A.1: *Provide resources for faculty and staff development*

Outcome: Support and assist UMMC Development Program to build a strong relationship between the School of Dentistry, alumni and the public (# held)

Strategy A.1.1: *Administrative support is provided for the School of Dentistry through the Office of the Dean and the Office of Admissions and Student Affairs. Annual events and professional development are provided for interactions between the School of Dentistry's faculty, staff and students, and the school's alumni, dentists within the state of Mississippi and friends/ supporters of the school*

Efficiency: Number of professional development programs provided for the faculty and staff

FY 2030

Instruction

Goal A: Provide education, clinical practice and continuing education to develop and implement a continuously improving program

Objective A.1: *Provide education to prepare competent, ethical dentists and dental hygienists for the state of Mississippi*

Outcome: Percentage of dental and dental hygiene graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students from the diverse population of the state of Mississippi*

Output: DMD and DH enrollment (# students)

Explanatory: Growth and additional state funding for the Mississippi Rural Dentists Scholarship Program has produced 25 practicing dentists and 12 dental students who are currently benefiting from this program.

Strategy A.1.2: *Provide and evaluate in a systematic and ongoing manner a curriculum that incorporates current principles and standards of the basic, clinical, and behavioral sciences and provides appropriate patient care experiences necessary to assure the clinical competency of dental students for the primary oral health care in the state of Mississippi*

Output: Dental General residents

Output: Dental Advanced Education Residents in Oral Surgery and Pediatric Dentistry

Explanatory: The number of faculty advisors must be maintained at a minimum of ten to ensure tracking of patient care and allowing fewer teams assigned to each faculty advisor.

Explanatory: The School of Dentistry also serves the state by providing care for special needs patients, consulting services and biopsies. This allows for unique training

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experiences for dental residents.

Explanatory: This program seeks to provide continuing education for dentists in the state of Mississippi.

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on dentistry and the basic sciences*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure for research (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Dentistry for services provided in the Office of the Dean as well as oversee faculty business travel

Objective A.1: *Provide resources for faculty and staff development*

Outcome: Support and assist UMMC Development Program to build a strong relationship between the School of Dentistry, alumni and the public (# held)

Strategy A.1.1: *Administrative support is provided for the School of Dentistry through the Office of the Dean and the Office of Admissions and Student Affairs. Annual events and professional development are provided for interactions between the School of Dentistry's faculty, staff and students, and the school's alumni, dentists within the state of Mississippi and friends/ supporters of the school*

Efficiency: Number of professional development programs provided for the faculty and staff

FY 2031

Instruction

Goal A: Provide education, clinical practice and continuing education to develop and implement a continuously improving program

Objective A.1: *Provide education to prepare competent, ethical dentists and dental hygienists for the state of Mississippi*

Outcome: Percentage of dental and dental hygiene graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students from the diverse population of the state of Mississippi*

Output: DMD and DH enrollment (# students)

Explanatory: Growth and additional state funding for the Mississippi Rural Dentists Scholarship Program has produced 25 practicing dentists and 12 dental students who are currently benefiting from this program.

Strategy A.1.2: *Provide and evaluate in a systematic and ongoing manner a curriculum that incorporates current principles and standards of the basic, clinical, and behavioral*

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sciences and provides appropriate patient care experiences necessary to assure the clinical competency of dental students for the primary oral health care in the state of Mississippi

Output: Dental General residents

Output: Dental Advanced Education Residents in Oral Surgery and Pediatric Dentistry

Explanatory: The number of faculty advisors must be maintained at a minimum of ten to ensure tracking of patient care and allowing fewer teams assigned to each faculty advisor.

Explanatory: The School of Dentistry also serves the state by providing care for special needs patients, consulting services and biopsies. This allows for unique training experiences for dental residents.

Explanatory: This program seeks to provide continuing education for dentists in the state of Mississippi.

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on dentistry and the basic sciences*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure for research (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Dentistry for services provided in the Office of the Dean as well as oversee faculty business travel

Objective A.1: *Provide resources for faculty and staff development*

Outcome: Support and assist UMMC Development Program to build a strong relationship between the School of Dentistry, alumni and the public

Strategy A.1.1: *Administrative support is provided for the School of Dentistry through the Office of the Dean and the Office of Admissions and Student Affairs. Annual events and professional development are provided for interactions between the School of Dentistry's faculty, staff and students, and the school's alumni, dentists within the state of Mississippi and friends/ supporters of the school*

Efficiency: Number of professional development programs provided for the faculty and staff

FY 2032

Instruction

Goal A: Provide education, clinical practice and continuing education to develop and implement a continuously improving program

Objective A.1: *Provide education to prepare competent, ethical dentists and dental hygienists for the state of Mississippi*

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Outcome: Percentage of dental and dental hygiene graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students from the diverse population of the state of Mississippi*

Output: DMD and DH enrollment (# students)

Explanatory: Growth and additional state funding for the Mississippi Rural Dentists Scholarship Program has produced 15 practicing dentists and 12 dental students who are currently benefiting from this program.

Strategy A.1.2: *Provide and evaluate in a systematic and ongoing manner a curriculum that incorporates current principles and standards of the basic, clinical, and behavioral sciences and provides appropriate patient care experiences necessary to assure the clinical competency of dental students for the primary oral health care in the state of Mississippi*

Output: Dental General residents

Output: Dental Advanced Education Residents in Oral Surgery and Pediatric Dentistry

Explanatory: The number of faculty advisors must be maintained at a minimum of ten to ensure tracking of patient care and allowing fewer teams assigned to each faculty advisor.

Explanatory: The School of Dentistry also serves the state by providing care for special needs patients, consulting services and biopsies. This allows for unique training experiences for dental residents.

Explanatory: This program seeks to provide continuing education for dentists in the state of Mississippi

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on dentistry and the basic sciences*

Outcome: Acquire sufficient funds to support research activities and infrastructure for research (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Dentistry for services provided in the Office of the Dean as well as oversee faculty business travel.

Objective A.1: *Provide resources for faculty and staff development*

Outcome: Support and assist UMMC Development Program to build a strong relationship between the School of Dentistry, alumni and the public

Strategy A.1.1: *Administrative support is provided for the School of Dentistry through the Office of the Dean and the Office of Admissions and Student Affairs. Annual events and professional development are provided for interactions between the School of Dentistry's faculty, staff and students, and the school's alumni, dentists within the state of Mississippi and friends/ supporters of the school*

Efficiency: Number of professional development programs provided for the faculty and staff

School of Health-Related Professions

The School of Health-Related Professions (SHRP) will equip health professionals to provide quality and innovative health services for our Mississippi communities.

SHRP strives to be the premier educator exceling in connecting professionals who provide dynamic service delivery, pursue innovative discoveries and embrace transformational leadership and advocacy for a healthier Mississippi.

The program performance measures for the School of Health-Related Professions have been submitted to the Mississippi Legislative Budget Office in Form MBR-1-03PI are as followed:

- Enrollment in Baccalaureate Programs (Persons)
- Enrollment in Certificate Programs (Persons)
- Enrollment in Graduate Programs (Persons)
- Baccalaureate Degrees Awarded (Degrees)
- Programs Sponsored by Outside Agencies
- Percentage of Funds Acquired to Support Research Activities and Infrastructure

These are in accordance with the Mississippi Performance Budget and Strategic Planning Act of 1994.

FY 2028

Instruction

Goal A: Provide educational opportunities pertinent to the practices of histotechnology, health informatics and information management, health administration, health systems administration, medical laboratory science, nuclear medicine technology, magnetic resonance imaging, occupational therapy, physical therapy and radiologic sciences

Objective A.1: *Provide education to prepare competent, ethical professionals in health-related fields for the state of Mississippi*

Outcome: Increase/decrease enrollment as necessary to meet the institutional goal for per capita health care professionals available in the state

Strategy A.1.1: *Recruit academically qualified students from a diverse population for the state of Mississippi*

Output: SHRP enrollment in baccalaureate programs (# students)

Output: SHRP enrollment in certificate programs (# students)

Output: SHRP enrollment in graduate programs (# students)

Output: SHRP baccalaureate degrees awarded (# degrees)

The demand for SHRP graduates continues to be high.

SHRP continues to explore expansion, modification, and development of programs based on the needs of the state's health care environment. SHRP promotes quality programs, interprofessional education and embraces emerging evidence-based technology to improve the educational experience.

In FY 25, SHRP added an orthopedic physical therapy residency with an off-site rotation at Methodist Rehabilitation Center. In FY 26, SHRP added two additional sports physical therapy residents with clinical sites associated with Columbus Orthopedics and Ole Miss athletics. These residents will spend time with two additional NFL teams, the Atlanta Falcons and the Denver Broncos. SHRP is exploring opportunities for additional sports physical therapy residencies and occupational therapy fellowship, including pediatrics, neurology, and hand, based upon the growing need for these services.

SHRP continues to explore and enact collaboration with the institution's clinical mission by involving faculty and students in day to day clinical and operational experiences and exploring new opportunities for clinical based education models.

Research

Goal A: Provide an environment and infrastructure that supports faculty teaching, service and scholarly activity/research. Encourage collaboration across campus and with other institutions in the state. The research focus of SHRP not only supports and encourages faculty research but also recognizes student research efforts as an integral part of the student's program of study. Over the next five years SHRP is prioritizing scholarly activity by pursuing an Assistant Dean of Research and encouraging collaboration efforts in the state.

Objective A.1: *Conduct research that has a high impact in health-related fields*

Outcome: Acquire sufficient funds to support research activities and infrastructure

Strategy A.1.1: *Maintain current and provide new commitments for sponsored programs and projects*

Efficiency: Programs sponsored by outside agencies

SHRP added an Associate Dean for Research and Innovation in FY 25. With the addition of this new role for SHRP, the Center for Human Movement, Health, and Rehabilitation, the MOVE Center, has been established. The MOVE Center is working to procure state-of-the-art comprehensive biomechanical human movement analysis equipment. This laboratory will not only serve as SHRP's research establishment, but also as a core research center for various departments and schools that require a human movement assessment for any clinical and population human subject research. Additionally, the research laboratory will aid in the education purposes to provide experiential learning opportunities for students in the PT and OT programs. Grant writing seminars and faculty research development programs have been put in place to continue to submit competitive funding proposals and to continue current success in acquiring federal funding.

SHRP continues to seek collaborations across campus and at other institutions to advance the research mission. Evidence of this can be seen at the annual Research Day as well as funding in these areas.

Academic Support

Goal A: Provide administrative and academic support for online and traditional programs in the School of Health-Related Professions

Objective A.1: *Assist and support faculty in the School of Health-Related Professions*

Strategy A.1.1: *Provide administrative support, resources and faculty development to address issues impacting their professions and roles*

Output: Number of programs where administrative and academic support is

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provided (all degree programs)

Operating under the principles of student preparation, faculty development and community engagement, we will utilize available resources and develop new opportunities to advance and maintain a high level of excellence within the academic mission.

FY 2029

Instruction

Goal A: Provide educational opportunities pertinent to the practices of histotechnology, health informatics and information management, health administration, health systems administration, medical laboratory science, nuclear medicine technology, magnetic resonance imaging, occupational therapy, physical therapy and radiologic sciences.

Objective A.1: *Provide education to prepare competent, ethical professionals in health-related fields for the state of Mississippi*

Outcome: Increase/decrease enrollment as necessary to meet the institutional goal for per capita health care professionals available in the state

Strategy A.1.1: *Recruit academically qualified students from a diverse population for the state of Mississippi*

Output: SHRP enrollment in baccalaureate programs (# students)

Output: SHRP enrollment in certificate programs (# students)

Output: SHRP enrollment in graduate programs (# students)

Output: SHRP baccalaureate degrees awarded (# students)

The demand for SHRP graduates continues to be high. We continue to explore expansion, modification, or development of programs based on the needs of the state's health care environment. SHRP promotes quality programs, interprofessional education and embraces emerging evidence-based technology to improve the educational experience.

SHRP continues to explore and enact collaboration with the institution's clinical mission by involving faculty and students in day to day clinical and operational experiences.

Research

Goal A: Provide an environment and infrastructure that supports faculty teaching, service and scholarly activity/research. The research focus of SHRP not only supports and encourages faculty research but also recognizes student research efforts as an integral part of the student's program of study

Objective A.1: *Conduct research that has a high impact in health-related fields*

Outcome: Acquire sufficient funds to support research activities and infrastructure

Strategy A.1.1: *Maintain current and provide new commitments for sponsored programs and project*

Efficiency: Programs sponsored by outside agencies

The Center for Human Movement, Health, and Rehabilitation continues to advance research at SHRP across all departments, with successful collaborations across UMMC and other institutions.

Academic Support

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Goal A: Provide administrative and academic support for online and traditional programs in the School of Health-Related Professions

Objective A.1: *Assist and support faculty in the School of Health-Related Professions*

Strategy A.1.1: *Provide administrative support, resources and faculty development to address issues impacting their professions and roles*

Output: Number of programs where administrative and academic support is provided (all degree programs)

Operating under the principles of student preparation, faculty development and community engagement, we will utilize available resources and develop new opportunities to advance and maintain a high level of excellence within the academic mission.

FY 2030

Instruction

Goal A: Provide educational opportunities pertinent to the practices of histotechnology, health informatics and information management, health administration, health systems administration, medical laboratory science, nuclear medicine technology, magnetic resonance imaging, occupational therapy, physical therapy and radiologic sciences

Objective A.1: *Provide education to prepare competent, ethical professionals in health-related fields for the state of Mississippi*

Outcome: Increase/decrease enrollment as necessary to meet the institutional goal for per capita health care professionals available in the state

Strategy A.1.1: *Recruit academically qualified students from a diverse population for the state of Mississippi*

Output: SHRP enrollment in baccalaureate programs (# students)

Output: SHRP enrollment in certificate programs (# students)

Output: SHRP enrollment in graduate programs (# students)

Output: SHRP baccalaureate degrees awarded (# students)

The demand for SHRP graduates continues to be high. We continue to explore expansion, modification, or development of programs based on the needs of the state's health care environment. SHRP promotes quality programs, interprofessional education and embraces emerging evidence-based technology to improve the educational experience.

SHRP continues to explore and enact collaboration with the institution's clinical mission by involving faculty and students in day to day clinical and operational experiences.

Research

Goal A: Provide an environment and infrastructure that supports faculty teaching, service and scholarly activity/research. The research focus of SHRP not only supports and encourages faculty research but also recognizes student research efforts as an integral part of the student's program of study

Objective A.1: *Conduct research that has a high impact in health-related fields*

Outcome: Acquire sufficient funds to support research activities and infrastructure

Strategy A.1.1: *Maintain current and provide new commitments for sponsored*

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programs and projects

Efficiency: Programs sponsored by outside agencies

The Center for Human Movement, Health, and Rehabilitation continues to advance research at SHRP across all departments, with successful collaborations across UMMC and other institutions.

Academic Support

Goal A: Provide administrative and academic support for online and traditional programs in the School of Health-Related Professions

Objective A.1: *Assist and support faculty in the School of Health-Related Professions*

Strategy A.1.1: *Provide administrative support, resources and faculty development to address issues impacting their professions and roles*

Output: Number of programs where administrative and academic support is provided (all degree programs)

Operating under the principles of student preparation, faculty development and community engagement, we will utilize available resources and develop new opportunities to advance and maintain a high level of excellence within the academic mission.

FY 2031

Instruction

Goal A: Provide educational opportunities pertinent to the practices of histotechnology, health informatics and information management, health administration, health systems administration, medical laboratory science, nuclear medicine technology, magnetic resonance imaging, occupational therapy, physical therapy and radiologic sciences

Objective A.1: *Provide education to prepare competent, ethical professionals in health-related fields for the state of Mississippi*

Outcome: Increase/decrease enrollment as necessary to meet the institutional goal for per capita health care professionals available in the state

Strategy A.1.1: *Recruit academically qualified students from a diverse population for the state of Mississippi*

Output: SHRP enrollment in baccalaureate programs (students)

Output: SHRP enrollment in certificate programs (# students)

Output: SHRP enrollment in graduate programs (# students)

Output: SHRP baccalaureate degrees awarded (# degrees)

The demand for SHRP graduates continues to be high. We continue to explore expansion, modification, or development of programs based on the needs of the state's health care environment. SHRP promotes quality programs, interprofessional education and embraces emerging evidenced-based technology to improve the educational experience.

SHRP continues to explore and enact collaboration with the institution's clinical mission by involving faculty and students in day to day clinical and operational experiences.

Research

Goal A: Provide an environment and infrastructure that supports faculty teaching, service and scholarly activity/research. The research focus of SHRP not only supports and encourages faculty research but also recognizes student research efforts as an integral part of the student's program

of study

Objective A.1: *Conduct research that has a high impact in health-related fields*

Outcome: Acquire sufficient funds to support research activities and infrastructure

Strategy A.1.1: *Maintain current and provide new commitments for sponsored programs and projects*

Efficiency: Programs sponsored by outside agencies

The Center for Human Movement, Health, and Rehabilitation continues to advance research at SHRP across all departments, with successful collaborations across UMMC and other institutions.

Academic Support

Goal A: Provide administrative and academic support for online and traditional programs in the School of Health-Related Professions

Objective A.1: *Assist and support faculty in the School of Health-Related Professions*

Strategy A.1.1: *Provide administrative support, resources and faculty development to address issues impacting their professions and roles*

Output: Number of programs where administrative and academic support is provided (all degree programs)

Operating under the principles of student preparation, faculty development and community engagement, we will utilize available resources and develop new opportunities to advance and maintain a high level of excellence within the academic mission.

FY 2032

Instruction

Goal A: Provide educational opportunities pertinent to the practices of histotechnology, health informatics and information management, health administration, health systems administration, medical laboratory science, nuclear medicine technology, magnetic resonance imaging, occupational therapy, physical therapy and radiologic sciences

Objective A.1: *Provide education to prepare competent, ethical professionals in health-related fields for the state of Mississippi*

Outcome: Increase/decrease enrollment as necessary to meet the institutional goal for per capita health care professionals available in the state

Strategy A.1.1: *Recruit academically qualified students from a diverse population for the state of Mississippi*

Output: SHRP enrollment in baccalaureate programs (# students)

Output: SHRP enrollment in certificate programs (# students)

Output: SHRP enrollment in graduate programs (# students)

Output: SHRP baccalaureate degrees awarded (# degrees)

The demand for SHRP graduates continues to be high. We continue to explore expansion, modification, or development of programs based on the needs of the state's health care environment. SHRP promotes quality programs, interprofessional education and embraces emerging evidence-based technology to improve the educational experience.

SHRP continues to explore and enact collaboration with the institution's clinical mission by involving faculty and students in day to day clinical and operational experiences.

Research

Goal A: Provide an environment and infrastructure that supports faculty teaching, service and scholarly activity/research. The research focus of SHRP not only supports and encourages faculty research but also recognizes student research efforts as an integral part of the student's program of study

Objective A.1: *Conduct research that has a high impact in health-related fields*

Outcome: Acquire sufficient funds to support research activities and infrastructure

Strategy A.1.1: *Maintain current and provide new commitments for sponsored programs and projects*

Efficiency: Programs sponsored by outside agencies

Continue to advance research at SHRP across all departments, with successful collaborations across UMMC and other institutions.

Academic Support

Goal A: Provide administrative and academic support for online and traditional programs in the School of Health-Related Professions

Objective A.1: *Assist and support faculty in the School of Health-Related Professions*

Strategy A.1.1: *Provide administrative support, resources and faculty development to address issues impacting their professions and roles*

Output: Number of programs where administrative and academic support is provided (all degree programs)

Operating under the principles of student preparation, faculty development and community engagement, we will utilize available resources and develop new opportunities to advance and maintain a high level of excellence within the academic mission.

School of Graduate Studies in the Health Sciences

The School of Graduate Studies in the Health Sciences at the University of Mississippi Medical Center in Jackson was authorized by the Board of Trustees, Institutions of Higher Learning in July 2001. Prior to 2001, the Graduate Programs in the Health Sciences operated under the auspices of the Graduate School of the University of Mississippi in Oxford.

The program performance measures for the School of Graduate Studies in the Health Sciences have been submitted to the Mississippi Legislative Budget Office in Form MBR-1-03PI are as followed:

- Med Grad Students Enrolled (Students)

These are in accordance with the Mississippi Performance Budget and Strategic Planning Act of 1994.

The mission of the School of Graduate Studies in the Health Sciences is to:

- Train highly qualified researchers who will make significant contributions to the scientific literature
- Educate those who will train the next generation of biomedical scientists, healthcare professionals,
- To support the development of clinical practitioners capable of delivering evidence-based, compassionate care; and
- Foster scientific inquiry that advances both discovery and clinical practice.

The School of Graduate Studies in the Health Sciences (SGSHS) serves as UMMC's primary engine for research-focused graduate education and workforce development in the biomedical and health sciences. Through its Master of Science (MS), Doctor of Philosophy (PhD), Doctor of Audiology (AuD), and combined MD-PhD programs, SGSHS prepares scientists, scholars, clinicians, and physician-scientists to address the evolving health challenges of Mississippi and beyond.

SGSHS offers MS degrees in Biomedical Sciences and Clinical Investigation, as well as PhD degrees in Biomedical Sciences, Biomedical Materials Science, Cancer Biology and Therapeutics, Cell and Molecular Biology, Clinical Anatomy, Experimental Therapeutics and Pharmacology, Microbiology and Immunology, Neuroscience, Nursing, and Physiology and Biophysics. SGSHS also administers the combined MD-PhD program, which provides integrated training for future leaders in academic medicine and translational research.

Graduates pursue careers in academia, the pharmaceutical and biotechnology industries, healthcare organizations, and governmental agencies.

Enrollment in most doctoral programs is expected to remain stable, reflecting a strategic emphasis on maintaining program quality, student success, and research productivity. Targeted growth is anticipated in areas that align with institutional priorities and emerging workforce needs.

A key strategic initiative is the launch of the PhD in Cancer Biology and Therapeutics program, which directly supports UMMC's pursuit of National Cancer Institute (NCI) designation. This program will expand research training opportunities in cancer biology, translational therapeutics, and population-based cancer research while strengthening Mississippi's capacity to address the state's cancer burden. The inaugural cohort of five students will enroll in Fall 2026, with sustained annual enrollment thereafter.

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The School of Graduate Studies also anticipates growth in the combined MD-PhD program following the recent award of a National Institutes of Health (NIH) Medical Scientist Training Program (MSTP) grant. This prestigious designation enhances national visibility, strengthens recruitment of highly qualified physician-scientist trainees, and expands opportunities for interdisciplinary research training. Over the next decade, the MSTP is expected to increase the number of physician-scientists trained at UMMC, thereby strengthening the institution's research enterprise and contributing to the development of a highly skilled biomedical workforce for Mississippi and the nation.

School of Medicine

The school encourages the study of medicine by offering an accredited program of medical education that trains a diverse, skilled, compassionate and respectful physician workforce in numbers consistent with the health care needs of Mississippi. The school shall be equipped and operated as a standard medical school in accordance with the recommended standards of the Council on Medical Education and Hospitals of the American Medical Association and the Council of the Association of American Medical Colleges. (Miss. Code Ann. § 37-115-23)

The program performance measures for the School of Medicine have been submitted to the Mississippi Legislative Budget Office in Form MBR-1-03PI are as followed:

- Medical Students Enrolled (Students)
- Percentage Medical Grads Passing Licensure Exam (%)
- Total Research Funds Generated (\$ Millions)
- Programs Sponsored by Outside Agencies
- Acquire sufficient amount of funds to support research activities and infrastructure (%)
- Number of departments that are overseen by the School of Medicine – Office of the Dean
- Support and assist Office of Development and Alumni Affairs to build a strong relationship between faculty, staff and students (Number of Events)

These are in accordance with the Mississippi Performance Budget and Strategic Planning Act of 1994.

FY 2028

Instruction

Goal A: Provide education and clinical practice for all medical students as well as residents and fellows to develop and implement a continuously improving program

Objective A.1: *To graduate qualified professionals in the medical doctorate program*

Outcome: Percentage of medical graduates passing licensure exam (%)

Strategy A.1.1: *Recruit and retain academically qualified students for the study of medicine and provide instruction/ faculty supervision and academic support for all medical student as well as residents and fellows*

Output: Medical students enrolled (# students)

In addition to expansion of the medical school class size to support the school's mission by producing more physicians to meet the health care needs of the citizens of the state, the school continues to support the efforts of the Rural Physicians Scholarship Commission established by the state legislature in 2007. The program fosters the recruitment and education of physicians who will practice in rural and underserved areas of the state. Through this program and support from a federal grant, the School of Medicine works with the commission to formulate and implement strategies and programs, including a scholarship program, to achieve these goals.

These practicing physicians are having an economic impact in rural towns as well. A new physician

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will have an average economic impact of \$2 million into a community. So, in addition to improving healthcare in rural Mississippi, these physicians are also economic drivers.

Primary care physicians remain the state's greatest need. Resident physicians training in the primary care specialties - family medicine, pediatrics, obstetrics and gynecology, combined internal medicine and pediatrics, and general internal medicine - in the University Hospitals are approximately 35 percent of the total residency positions. In addition to primary care, psychiatry and many subspecialty areas are also needed in areas of the state. The School of Medicine continues to advocate for full and diverse funding of residency positions in order to produce more physicians to meet the health care needs of the citizens of the state.

Clinical

Growth of the clinical enterprise is critical to support growth of the educational programs and to provide excellent health care to the citizens of Mississippi.

Specific areas of excellence include:

- Cancer
- Surgical Services
 - Transplant
 - Trauma/ Critical Care
 - Neurosurgery
 - Plastic Surgery
- Pediatrics

Departmental Changes and Growth

Plans continue for further expansion of UMMC's surgery, transplant and critical care programs to provide needed clinical services and to support the educational mission of the School of Medicine, with the long-term strategy to add training programs in these fields.

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on medicine as well as basic and clinical science*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Outputs: Total research funds generated (\$ millions)

Efficiency: Programs sponsored by outside agencies

Centers and Institutes

The **Cancer Center and Research Institute** combines basic science research, clinical trials of novel drugs and therapies and cutting-edge patient care with open communication and collaboration through both the clinical and scientific leadership councils. The institute is comprised of oncologists, radiologists, biochemists, microbiologists, pathologists, and many other professionals. An interdisciplinary team approach allows many of the same doctors serving patients to be the same physician-scientists engaging in oncology research. They study cancer genetics, seek to identify biomarkers for certain cancers and create next-generation drugs. The

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institution's overall goal is to improve the prevention, detection and treatment of cancer.

The **Center for Advancement of Youth (CAY)** is a comprehensive diagnostic and treatment center devoted to promoting the healthy development of all Mississippi children and youth. The center offers coordinated care for youngsters with behavioral or developmental issues combining telehealth technology, multidisciplinary health expertise and the support of statewide agencies to the advantage of young patients and their families. The center strives to ensure that no child or youth ages birth to 25 suffers from lack of access to appropriate behavioral or developmental care and treatment.

The **Center for Informatics and Analytics (CIA)** is a comprehensive center that provides data and analytic services to advance the missions of the University of Mississippi Medical Center. The center strives to improve the health of Mississippians by integrating informatics and analytics into health care, research, and education. The CIA's overarching goal is to provide analytics expertise to inform data-driven decision-making, improve patient care and outcomes, enable discovery, and enhance education.

The **Center for Tobacco Treatment, Education and Research (ACT)** has been in operation since 1999. Our dedicated staff has provided treatment services to more than 30,000 Mississippians interested in quitting tobacco use. Our many educational programs have helped health care providers across our state and nation learn about the dangers of tobacco product use and evidence-based interventions to assist their patients with the quitting process. In particular, our Tobacco Treatment Specialist Training program has provided the means for many professionals to achieve expert clinical status. Finally, our research program has contributed to the scientific literature in many key areas including the genetics of nicotine dependence, new medications, clinical assessment and treatment, addiction mechanisms, and attitudes and perceptions about tobacco products, including risks, usage patterns, and differences in beliefs across age, gender, and racial/ethnic groups.

The **Memory Impairment and Neurodegenerative Dementia Research Center (MIND)** is a national leader in Alzheimer's research and clinical care. Founded in 2010 and led by Dr. Tom Mosley, the center uses pioneering research, state-of-the-art brain imaging, and powerful genetic technologies to elucidate the causes and identify new treatments and methods of prevention for Alzheimer's and other dementias. The MIND Center Clinic is the only dedicated, specialized center in the state providing outpatient diagnosis and leading-edge treatment for patients with memory loss and cognitive impairment. The MIND Center's telemedicine program, "TeleMIND," brings specialized dementia care to patients in remote areas of Mississippi through secure, audiovisual technology. The MIND Center's educational arm provides comprehensive training on Alzheimer's disease, brain health, and dementia prevention and treatment to health care professionals and the broader community to enhance the quality of patient care delivery and the health and well-being of Mississippians living with these diseases.

The **Mississippi Center for Emergency Services** was created to expand Mississippi's ability to maintain medical services during unanticipated events across Mississippi. Since Hurricane Katrina in 2005, UMMC has expanded medical emergency service functions by providing a vital link for the Mississippi State Department of Health and the Mississippi Emergency Management Agency when responding to a natural or man-made disaster. The center is an emergency support function 8 (ESF8) resource under the Mississippi Comprehensive Emergency Management Plan. In addition, the center provides clinical and didactic education, advanced response and support services, and a centralized location for all current components of the University of Mississippi Medical Center emergency services programs and initiatives.

The **Myrlie Evers-Williams Institute for the Elimination of Health Disparities (MEWI)** was established in 2014. The institute is dedicated to the reduction, and ultimate elimination, of health disparities through community engagement. The MEWI addresses social determinants of health,

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such as access to healthy foods, access to quality health care, and education. Social determinants of health are addressed through community services, clinical care, and research, which align with the tripartite mission of the University of Mississippi Medical Center (UMMC).

The **UMMC Center for Telehealth and Emerging Technologies** lets UMMC providers examine and treat patients through the internet using live, two-way audio/visual technology and remote monitoring programs on computers, tablets or smartphones. Remote, onsite access is provided to more than seventeen (17) specialties, including mental health, dermatology, infectious diseases, urgent care, pediatrics, emergency medicine, remote patient monitoring, and Alzheimer's and dementia care. The center also conducts ongoing research into the efficacy of telehealth programs and offers training opportunities to providers at other health care organizations.

Academic Support

Goal A: Provide administrative support for the School of Medicine with services provided by the Office of the Dean

Objective A.1: *To support and assist School of Medicine faculty and staff*

Outcome: Support and assist Office of Development and Office of Alumni Affairs to build a strong relationship between faculty, staff and students (number of events)

Strategy A.1.1: *Administrative support is provided for the School of Medicine through the Office of the Dean, Office of Admissions and Student Affairs*

Output: Number of departments that are overseen by the School of Medicine - Office of the Dean

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FY 2029

Instruction

Goal A: Provide education and clinical practice for all clinical and basic science students as well as residents and fellows to develop and implement a continuously improving program

Objective A.1: *To graduate qualified professionals in the medical doctorate program*

Outcome: Percentage of medical graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students for the study of medicine and provide instruction/ faculty supervision for all medical students, residents and fellows*

Output: Med grad students enrolled (# students)

Output: Medical students enrolled (# students)

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on medicine as well as basic and clinical science*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Outputs: Total research funds generated (\$ millions)

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Medicine with services provided by the Office of the Dean

Objective A.1: *To support and assist School of Medicine faculty and staff*

Outcome: Support and assist Office of Development and Office of Alumni Affairs to build a strong relationship between faculty, staff and students (number of events)

Strategy A.1.1: *Administrative support is provided for the School of Medicine through the Office of the Dean, Office of Admissions and Student Affairs*

Output: Number of departments that are overseen by the School of Medicine - Office of the Dean

FY 2030

Instruction

Goal A: Provide education and clinical practice for all clinical and basic science students as well as residents and fellows to develop and implement a continuously improving program

Objective A.1: *To graduate qualified professionals in the medical doctorate program*

Outcome: Percentage of medical graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students for the study of medicine and provide instruction/ faculty supervision for all medical students, residents and fellows*

Output: Med grad students enrolled (# students)

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Output: Medical students enrolled (# students)

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on medicine as well as basic and clinical science*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Outputs: Total research funds generated (\$ millions)

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Medicine with services provided by the Office of the Dean

Objective A.1: *To support and assist School of Medicine faculty and staff*

Outcome: Support and assist Office of Development and Office of Alumni Affairs to build a strong relationship between faculty, staff and students (number of events)

Strategy A.1.1: *Administrative support is provided for the School of Medicine through the Office of the Dean, Office of Admissions and Student Affairs*

Output: Number of departments that are overseen by the School of Medicine - Office of the Dean

FY 2031

Instruction

Goal A: Provide education and clinical practice for all clinical and basic science students as well as residents and fellows to develop and implement a continuously improving program

Objective A.1: *To graduate qualified professionals in the medical doctorate program*

Outcome: Percentage of medical graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students for the study of medicine and provide instruction/ faculty supervision for all medical students, residents and fellows*

Output: Med grad students enrolled (# students)

Output: Medical students enrolled (# students)

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on medicine as well as basic and clinical science*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Outputs: Total research funds generated (\$ millions)

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Medicine with services provided by the Office of the Dean

Objective A.1: *To support and assist School of Medicine faculty and staff*

Outcome: Support and assist Office of Development and Office of Alumni Affairs to build a strong relationship between faculty, staff and students (number of events)

Strategy A.1.1: *Administrative support is provided for the School of Medicine through the Office of the Dean, Office of Admissions and Student Affairs*

Output: Number of departments that are overseen by the School of Medicine - Office of the Dean

FY 2032

Instruction

Goal A: Provide education and clinical practice for all clinical and basic science students as well as residents and fellows to develop and implement a continuously improving program

Objective A.1: *To graduate qualified professionals in the medical doctorate program*

Outcome: Percentage of medical graduates passing licensure exam (%)

Strategy A.1.1: *Recruit academically qualified students for the study of medicine and provide instruction/ faculty supervision for all medical students, residents and fellows*

Output: Med grad students enrolled (# students)

Output: Medical students enrolled (# students)

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on medicine as well as basic and clinical science*

Outcome: Acquire sufficient amount of funds to support research activities and infrastructure (%)

Strategy A.1.1: *Provide opportunities for students to enhance research*

Outputs: Total research funds generated (\$ millions)

Efficiency: Programs sponsored by outside agencies

Academic Support

Goal A: Provide administrative support for the School of Medicine with services provided by the Office of the Dean

Objective A.1: *To support and assist School of Medicine faculty and staff*

Outcome: Support and assist Office of Development and Office of Alumni Affairs to build a strong relationship between faculty, staff and students (number of events)

Strategy A.1.1: *Administrative support is provided for the School of Medicine through the*

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Office of the Dean, Office of Admissions and Student Affairs

Output: Number of departments that are overseen by the School of Medicine -

Office of the Dean

School of Nursing

To encourage the study of nursing to provide additional and better trained nurses to meet the needs of the state of Mississippi (Miss. Code Ann. § 37-115-51)

The program performance measures for the School of Nursing have been submitted to the Mississippi Legislative Budget Office in Form MBR-1-03PI are as follows:

- BSN Generic Enrollment (Students)
- BSN Degrees Awarded
- MSN Degrees Awarded (Degrees)
- Percentage Nursing Grads Passing Licensure Exam (%)
- Program Sponsored by Outside Agencies (Total Research Funds)
- Acquire Sufficient Amount of Funds to Support Research Activities

These are in accordance with the Mississippi Performance Budget and Strategic Planning Act of 1994.

FY 2028

Instruction

Goal A: To help improve the health of Mississippians through the preparation of baccalaureate, master's, and doctoral educated nurses

Objective A.1: *To meet the need for more and better prepared nurses*

Outcome: Percentage nursing grads passing licensure examination (%)

Strategy A.1.1: *The school will continue to maintain its undergraduate enrollment, which includes a traditional undergraduate program, an accelerated undergraduate program on the Jackson and Oxford campuses, and an RN to BSN completion program; and expand the master's option for registered nurses prepared at the associate degree level*

Output: BSN generic enrollment (students)

Output: BSN degrees awarded (degrees)

Output: MSN degrees awarded (degrees)

Output: DNP degrees awarded (degrees)

Explanatory: Maintain percentage of graduates practicing in Mississippi

The SON Master Evaluation Plan (MEP) outlines the process and structure of responsibility for the review and revision of program mission goals and expected student outcomes to ensure that they reflect current professional standards. The MEP also contains elements of formal feedback mechanisms from employers, alumni, and other stakeholders. The central challenge of the School of Nursing is to provide leadership to shape the future of health and health care in Mississippi.

In the area of education, the School of Nursing recognizes the increasing need for nursing faculty in the state; therefore, the school is committed to the education of master's prepared nurses in education and offers a growing track that is flexible in its curriculum delivery. The nursing and

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health care programs provide nursing managers and leaders who graduate with relevant skills needed to guide and improve health care. Clinical focus areas of acute care, certified registered nurse anesthetists, family, pediatric, psychiatric-mental health, and adult/gerontological nurse practitioners will continue, as each meets an identified need in the state.

The PhD program with its research emphasis should continue to enlarge the pool of faculty for graduate education and research. In May 2008, the IHL board approved the Doctor of Nursing Practice (DNP) with emphasis on nursing practice, and this program continues to grow as practitioners recognize the need to address systems to improve the health of diverse populations.

A number of the school's seasoned faculty have begun to retire as predicted in the health care workforce data. New faculty will be needed during to fill their positions and to handle the teaching loads created by the increased enrollment. Faculty and staff development will be critical.

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on community-based health and the field of nursing*

Outcome: Acquire sufficient amount of funds to support research activities

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

In the area of research, as the complexity of nursing care increases, more simulation experiences, both standard and virtually augmented, will require greater knowledge, technology and innovation.

Academic Support

Provide administrative support for the School of Nursing for services provided in the Office of the Dean, as well as oversee faculty travel and capital lease costs

FY 2029

Instruction

Goal A: To help improve the health of Mississippians through the preparation of baccalaureate, master's, and doctoral educated nurses

Objective A.1: *To meet the need for more and better prepared nurses*

Outcome: Percentage nursing grads passing licensure examination (%)

Strategy A.1.1: *The school will continue to maintain its undergraduate enrollment, which includes a traditional undergraduate program, an accelerated undergraduate program on the Jackson and Oxford campuses, and an RN to BSN completion program; and expand the master's option for registered nurses prepared at the associate degree level*

Output: BSN generic enrollment (students)

Output: BSN degrees awarded (degrees)

Output: MSN degrees awarded (degrees)

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Output: DNP degrees awarded (degrees)

Explanatory: Maintain percentage of graduates practicing in Mississippi

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on community-based health and the field of nursing*

Outcome: Acquire sufficient amount of funds to support research activities

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

Provide administrative support for the School of Nursing for services provided in the Office of the Dean, as well as oversee faculty travel and capital lease costs

FY 2030

Instruction

Goal A: To help improve the health of Mississippians through the preparation of baccalaureate, master's, and doctoral educated nurses

Objective A.1: *To meet the need for more and better prepared nurses*

Outcome: Percentage nursing grads passing licensure examination (%)

Strategy A.1.1: *The school will continue to maintain its undergraduate enrollment, which includes a traditional undergraduate program, an accelerated undergraduate program on the Jackson and Oxford campuses, and an RN to BSN completion program; and expand the master's option for registered nurses prepared at the associate degree level*

Output: BSN generic enrollment (students)

Output: BSN degrees awarded (degrees)

Output: MSN degrees awarded (degrees)

Output: DNP degrees awarded (degrees)

Explanatory: Maintain percentage of graduates practicing in Mississippi

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on community-based health and the field of nursing*

Outcome: Acquire sufficient amount of funds to support research activities

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

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Provide administrative support for the School of Nursing for services provided in the Office of the Dean, as well as oversee faculty travel and capital lease costs

FY 2031

Instruction

Goal A: To help improve the health of Mississippians through the preparation of baccalaureate, master's, and doctoral educated nurses

Objective A.1: *To meet the need for more and better prepared nurses*

Outcome: Percentage nursing grads passing licensure examination (%)

Strategy A.1.1: *The school will continue to maintain its undergraduate enrollment, which includes a traditional undergraduate program, an accelerated undergraduate program on the Jackson and Oxford campuses, and an RN to BSN completion program; and expand the master's option for registered nurses prepared at the associate degree level*

Output: BSN generic enrollment (students)

Output: BSN degrees awarded (degrees)

Output: MSN degrees awarded (degrees)

Output: DNP degrees awarded (degrees)

Explanatory: Maintain percentage of graduates practicing in Mississippi

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on community-based health and the field of nursing*

Outcome: Acquire sufficient amount of funds to support research activities

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

Provide administrative support for the School of Nursing for services provided in the Office of the Dean, as well as oversee faculty travel and capital lease costs

FY 2032

Instruction

Goal A: To help improve the health of Mississippians through the preparation of baccalaureate, master's, and doctoral educated nurses

Objective A.1: *To meet the need for more and better prepared nurses*

Outcome: Percentage nursing grads passing licensure examination (%)

Strategy A.1.1: *The school will continue to maintain its undergraduate enrollment, which includes a traditional undergraduate program, an accelerated undergraduate program on the Jackson and Oxford campuses, and an RN to BSN completion program; and expand the*

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master's option for registered nurses prepared at the associate degree level

Output: BSN generic enrollment (students)

Output: BSN degrees awarded (degrees)

Output: MSN degrees awarded (degrees)

Output: DNP degrees awarded (degrees)

Explanatory: Maintain percentage of graduates practicing in Mississippi

Research

Goal A: Provide students with an opportunity to enhance their education by conducting research and developing an appreciation for the importance and limitations of research

Objective A.1: *Conduct research that has a high impact on community-based health and the field of nursing*

Outcome: Acquire sufficient amount of funds to support research activities

Strategy A.1.1: *Provide opportunities for students to enhance research*

Efficiency: Programs sponsored by outside agencies

Academic Support

Provide administrative support for the School of Nursing for services provided in the Office of the Dean, as well as oversee faculty travel and capital lease costs

School of Population Health

The School of Population Health's mission is to provide world-class graduate training in population health to prepare the next generation of scientists and health care professionals to improve the health of individuals, populations, and communities through enhancing health care systems and health policies.

The program performance measures for the School of Population Health have been submitted to the Mississippi Legislative Budget Office in Form MBR-1-03PI are as followed:

- Number of students enrolled
- Number of degree programs where administrative and academic support is provided
- Total research funds (\$ Millions)

These are in accordance with the Mississippi Performance Budget and Strategic Planning Act of 1994.

FY 2028

Instruction

Goal A: Educate future researchers and clinicians in the science of population health. Graduates of the School of Population Health will be expected to assume academic, administrative and clinical roles in health care, population health, health system leadership, academia and private industry. They will help shape the provision of health care, population health, and public health services in the state in the coming decades and thereby improve the health of Mississippians.

Objective A.1: *To educate students who will transform health care delivery decision making and increase data science and machine learning initiatives to increase health and help influence effective health policies for Mississippians.*

Outcome: Biostatistics and data science students will complete a 10-week training in companies where they have the opportunity to work with large health system datasets, insurance databases and health outcome prediction models.

Outcome: Increase enrollment of UMMC faculty within the Executive Masters of Population Health Management program (faculty)

Strategy A.1.1: *Recruit academically qualified students from the diverse population of Faculty employed at UMMC, as well as students from Mississippi, the United States and internationally*

Output: SOPH enrollment in graduate programs (# of students)

Output: Maintain consistent graduation numbers among all programs

The John D. Bower School of Population Health is one of the first schools of population health in the nation. Population health has begun to revolutionize the organization and management of health care through addressing the "Triple Aim": improving patient outcomes, enhancing the patient experience, and decreasing costs. Substantive changes in the reimbursement of health care providers and health systems by third-party payers (commercial and government insurers) and penalties based on quality and early readmissions have influenced sweeping changes in the delivery of health care. The school plays a vital role in ensuring that learners at all levels are equipped to thrive in the rapidly changing health care environment. The degree programs within the school will

influence the UMMC education mission and help achieve the translational science research mission. Expansions in population health education and research are needed at UMMC to fulfill the full potential and promise of institutional investments in translational science and to accomplish the goal of improving the health of Mississippians.

Research

Goal A: Provide a collegial environment and the necessary infrastructure to support faculty and staff scholarly activity/research. Population health research is an interdisciplinary field that seeks to elucidate the multiple determinants of health and comprehensively address why some groups are healthier than others are. The School of Population Health's engaged, and diverse research community is committed to creating and optimizing research support and collaboration and offering support for research and health systems in the implementation and evaluation of care models. The School of Population Health will also train the next generation of scholars, researchers, and health professionals to help translate populomics data into actionable health decisions at the individual, family, neighborhood and policy level while helping to build a statewide populomics health data system.

Objective A.1: *Conduct research to advance population health and to provide value-driven, patient-centered care in health care systems*

Outcome: Increase the number of collaborations among UMMC faculty that are not located in the School of Population Health

Strategy A.1.1: *Increase the number of on campus presentations conducted by faculty within the School of Population Health and encourage primary faculty within the School of Population Health to attend on campus seminars hosted within other Schools and departments. This will increase research exposure and allow for an increased number of collaborative relationships to form.*

Efficiency: Team science sponsored by intramural research programs and extramural agencies

SOPH faculty researchers leverage advancing technologies, such as genomics, bioinformatics, data science and telehealth, to improve disease prevention strategies, promote health, and reduce disparities in Mississippi and beyond. Some SOPH faculty are funded by federal grants, through direct grants and subawards. Faculty are funded by local organizations and industry. Faculty and research staff publish in peer-reviewed journals, write book chapters, and present meeting abstracts. Additionally, SOPH researchers travel to international, national, regional, and state professional research conferences to present their research findings. SOPH researchers are contributing to the transformation of traditional and community health systems, improving the health of individuals and populations, and making strides to eliminate health disparities.

Academic Support

Goal A: Provide interdisciplinary population health educational activities across UMMC and to develop evidence based, effective health education resources for families and caregivers across the care continuum. To provide administrative support for SOPH with services provided to the Office of the Dean

Objective A.1: *Assist and support the expansion of patient-centered care, machine learning for health outcome predictions, and data analysis across UMMC while encouraging interdisciplinary educational and networking activities. Support and assist School of Population Health faculty, staff and students.*

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Outcome: Increase in the number of SOPH students and alumni volunteering at the Myrlie Evers Williams Institute for the Elimination of Health Disparities (MEWI)

Outcome: Increase the number of MEWI Evers Care Clinic Patients Assisted

Outcome: Support and promote strong collegial relationships between faculty, staff and students

Strategy A.1.1: *Increase the number of opportunities SOPH faculty students have to interact with other faculty and students across campus. This will encourage everyone to start crossing silos and working as a UMMC team. Administrative support is provided for the School of Population Health through the Office of the Dean*

Output: The number of MEWI Everscare clinic patients assisted

Output: The number of MEWI Everscare Food Pantry patients assisted

Output: The number of departments and Institutes overseen by the School of Population Health Office of the Dean

FY 2029

Instruction

Goal A: Educate future researchers and clinicians in the science of population health. Graduates of the School of Population Health will be expected to assume academic, administrative and clinical roles in health care, population health, health system leadership, academia and private industry. They will help shape the provision of health care, population health, and public health services in the state in the coming decades and thereby improve the health of Mississippians.

Objective A.1: *To educate students who will transform health care delivery decision making and increase data science and machine learning initiatives to increase health and help influence effective health policies for Mississippians.*

Outcome: Biostatistics and data science students will complete a 10-week training in companies where they have the opportunity to work with large health system datasets, insurance databases and health outcome prediction models.

Outcome: Increase enrollment of UMMC faculty within the Executive Masters of Population Health Management program

Strategy A.1.1: *Recruit academically qualified students from the diverse population of Faculty employed at UMMC, as well as students from Mississippi, the United States and internationally*

Output: SOPH enrollment in graduate programs (students)

Output: Maintain consistent graduation numbers among all programs (students)

Research

Goal A: Provide a collegial environment and the necessary infrastructure to support faculty and staff scholarly activity/research. Population health research is an interdisciplinary field that seeks to elucidate the multiple determinants of health and comprehensively address why some groups are healthier than others are. The School of Population Health's engaged, and diverse research community is committed to creating and optimizing research support and collaboration

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and offering support for research and health systems in the implementation and evaluation of care models. The School of Population Health will also train the next generation of scholars, researchers, and health professionals to help translate populomics data into actionable health decisions at the individual, family, neighborhood and policy level while helping to build a statewide populomics health data system.

Objective A.1: *Conduct research to advance population health and to provide value-driven, patient-centered care in health care systems*

Outcome: Increase the number of collaborations among UMMC faculty that are not located in the School of Population Health

Strategy A.1.1: *Increase the number of on campus presentations conducted by faculty within the School of Population Health and encourage primary faculty within the School of Population Health to attend on campus seminars hosted within other Schools and departments. This will increase research exposure and allow for an increased number of collaborative relationships to form.*

Efficiency: Team science sponsored by intramural research programs and extramural agencies

Academic Support

Goal A: Provide interdisciplinary population health educational activities across UMMC and to develop evidence based, effective health education resources for families and caregivers across the care continuum. To provide administrative support for SOPH with services provided to the Office of the Dean.

Objective A.1: *Assist and support the expansion of patient-centered care, machine learning for health outcome predictions, and data analysis across UMMC while encouraging interdisciplinary educational and networking activities. Support and assist School of Population Health faculty, staff and students.*

Outcome: Increase in the number of SOPH students and alumni volunteering at the Myrlie Evers Williams Institute for the Elimination of Health Disparities (MEWI)

Outcome: Increase the number of MEWI Evers Care Clinic Patients Assisted

Outcome: Number of schools participating in the Rice Bowl

Outcome: Support and promote strong collegial relationships between faculty, staff and students

Strategy A.1.1: *Increase the number of opportunities SOPH faculty students have to interact with other faculty and students across campus. This will encourage everyone to start crossing silos and working as a UMMC team. Administrative support is provided for the School of Population Health through the Office of the Dean*

Output: The number of MEWI Everscare clinic patients assisted

Output: The number of MEWI Everscare Food Pantry patients assisted

Output: The number of departments and Institutes overseen by the School of Population Health Office of the Dean

FY 2030

Instruction

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Goal A: Educate future researchers and clinicians in the science of population health. Graduates of the School of Population Health will be expected to assume academic, administrative and clinical roles in health care, population health, health system leadership, academia and private industry. They will help shape the provision of health care, population health, and public health services in the state in the coming decades and thereby improve the health of Mississippians.

Objective A.1: *To educate students who will transform health care delivery decision making and increase data science and machine learning initiatives to increase health and help influence effective health policies for Mississippians.*

Outcome: Biostatistics and data science students will complete a 10-week training in companies where they have the opportunity to work with large health system datasets, insurance databases and health outcome prediction models.

Outcome: Increase enrollment of UMMC faculty within the Executive Masters of Population Health Management program

Strategy A.1.1: *Recruit academically qualified students from the diverse population of Faculty employed at UMMC, as well as students from Mississippi, the United States and internationally*

Output: SOPH enrollment in graduate programs (students)

Output: Maintain consistent graduation numbers among all programs

Research

Goal A: Provide a collegial environment and the necessary infrastructure to support faculty and staff scholarly activity/research. Population health research is an interdisciplinary field that seeks to elucidate the multiple determinants of health and comprehensively address why some groups are healthier than others are. The School of Population Health's engaged, and diverse research community is committed to creating and optimizing research support and collaboration and offering support for research and health systems in the implementation and evaluation of care models. The School of Population Health will also train the next generation of scholars, researchers, and health professionals to help translate populomics data into actionable health decisions at the individual, family, neighborhood and policy level while helping to build a statewide populomics health data system.

Objective A.1: *Conduct research to advance population health and to provide value-driven, patient-centered care in health care systems*

Outcome: Increase the number of collaborations among UMMC faculty that are not located in the School of Population Health

Strategy A.1.1: *Increase the number of on campus presentations conducted by faculty within the School of Population Health and encourage primary faculty within the School of Population Health to attend on campus seminars hosted within other Schools and departments. This will increase research exposure and allow for an increased number of collaborative relationships to form.*

Efficiency: Team science sponsored by intramural research programs and extramural agencies

Academic Support

Goal A: Provide interdisciplinary population health educational activities across UMMC and to develop evidence based, effective health education resources for families and caregivers across

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the care continuum. To provide administrative support for SOPH with services provided to the Office of the Dean.

Objective A.1: *Assist and support the expansion of patient-centered care, machine learning for health outcome predictions, and data analysis across UMMC while encouraging interdisciplinary educational and networking activities. Support and assist School of Population Health faculty, staff and students.*

Outcome: Increase in the number of SOPH students and alumni volunteering at the Myrlie Evers Williams Institute for the Elimination of Health Disparities (MEWI)

Outcome: Increase the number of MEWI Evers Care Clinic Patients Assisted

Outcome: Number of schools participating in the Rice Bowl

Outcome: Support and promote strong collegial relationships between faculty, staff and students

Strategy A.1.1: *Increase the number of opportunities SOPH faculty students have to interact with other faculty and students across campus. This will encourage everyone to start crossing silos and working as a UMMC team. Administrative support is provided for the School of Population Health through the Office of the Dean*

Output: The number of MEWI Everscare clinic patients assisted

Output: The number of MEWI Everscare Food Pantry patients assisted

Output: The number of departments and Institutes overseen by the School of Population Health Office of the Dean

FY 2031

Instruction

Goal A: Educate future researchers and clinicians in the science of population health. Graduates of the School of Population Health will be expected to assume academic, administrative and clinical roles in health care, population health, health system leadership, academia and private industry. They will help shape the provision of health care, population health, and public health services in the state in the coming decades and thereby improve the health of Mississippians.

Objective A.1: *To educate students who will transform health care delivery decision making and increase data science and machine learning initiatives to increase health and help influence effective health policies for Mississippians.*

Outcome: Biostatistics and data science students will complete a 10-week training in companies where they have the opportunity to work with large health system datasets, insurance databases and health outcome prediction models.

Outcome: Increase enrollment of UMMC faculty within the Executive Masters of Population Health Management program

Strategy A.1.1: *Recruit academically qualified students from the diverse population of Faculty employed at UMMC, as well as students from Mississippi, the United States and internationally*

Output: SOPH enrollment in graduate programs (Students)

Output: Maintain consistent graduation numbers among all programs

Research

Goal A: Provide a collegial environment and the necessary infrastructure to support faculty and staff scholarly activity/research. Population health research is an interdisciplinary field that seeks to elucidate the multiple determinants of health and comprehensively address why some groups are healthier than others are. The School of Population Health's engaged, and diverse research community is committed to creating and optimizing research support and collaboration and offering support for research and health systems in the implementation and evaluation of care models. The School of Population Health will also train the next generation of scholars, researchers, and health professionals to help translate populomics data into actionable health decisions at the individual, family, neighborhood and policy level while helping to build a statewide populomics health data system.

Objective A.1: *Conduct research to advance population health and to provide value-driven, patient-centered care in health care systems*

Outcome: Increase the number of collaborations among UMMC faculty that are not located in the School of Population Health

Strategy A.1.1: *Increase the number of on campus presentations conducted by faculty within the School of Population Health and encourage primary faculty within the School of Population Health to attend on campus seminars hosted within other Schools and departments. This will increase research exposure and allow for an increased number of collaborative relationships to form.*

Efficiency: Team science sponsored by intramural research programs and extramural agencies

Academic Support

Goal A: Provide interdisciplinary population health educational activities across UMMC and to develop evidence based, effective health education resources for families and caregivers across the care continuum. To provide administrative support for SOPH with services provided to the Office of the Dean.

Objective A.1: *Assist and support the expansion of patient-centered care, machine learning for health outcome predictions, and data analysis across UMMC while encouraging interdisciplinary educational and networking activities. Support and assist School of Population Health faculty, staff and students.*

Outcome: Increase in the number of SOPH students and alumni volunteering at the Myrlie Evers Williams Institute for the Elimination of Health Disparities (MEWI)

Outcome: Increase the number of MEWI Evers Care Clinic Patients Assisted

Outcome: Number of schools participating in the Rice Bowl

Outcome: Support and promote strong collegial relationships between faculty, staff and students

Strategy A.1.1: *Increase the number of opportunities SOPH faculty students have to interact with other faculty and students across campus. This will encourage everyone to start crossing silos and working as a UMMC team. Administrative support is provided for the School of Population Health through the Office of the Dean*

Output: The number of MEWI Everscare clinic patients assisted Output:

The number of MEWI Everscare Food Pantry patients assisted

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Output: The number of departments and Institutes overseen by the School of Population Health office of the Dean

FY 2032

Instruction

Goal A: Educate future researchers and clinicians in the science of population health. Graduates of the School of Population Health will be expected to assume academic, administrative and clinical roles in health care, population health, health system leadership, academia and private industry. They will help shape the provision of health care, population health, and public health services in the state in the coming decades and thereby improve the health of Mississippians.

Objective A.1: *To educate students who will transform health care delivery decision making and increase data science and machine learning initiatives to increase health and help influence effective health policies for Mississippians.*

Outcome: Biostatistics and data science students will complete a 10-week training in companies where they have the opportunity to work with large health system datasets, insurance databases and health outcome prediction models.

Outcome: Increase enrollment of UMMC faculty within the Executive Masters of Population Health Management program

Strategy A.1.1: *Recruit academically qualified students from the diverse population of Faculty employed at UMMC, as well as students from Mississippi, the United States and internationally*

Output: SOPH enrollment in graduate programs (students)

Output: Maintain consistent graduation numbers among all programs

Research

Goal A: Provide a collegial environment and the necessary infrastructure to support faculty and staff scholarly activity/research. Population health research is an interdisciplinary field that seeks to elucidate the multiple determinants of health and comprehensively address why some groups are healthier than others are. The School of Population Health's engaged, and diverse research community is committed to creating and optimizing research support and collaboration and offering support for research and health systems in the implementation and evaluation of care models. The School of Population Health will also train the next generation of scholars, researchers, and health professionals to help translate population data into actionable health decisions at the individual, family, neighborhood and policy level while helping to build a statewide population health data system.

Objective A.1: *Conduct research to advance population health and to provide value-driven, patient-centered care in health care systems*

Outcome: Increase the number of collaborations among UMMC faculty that are not located in the School of Population Health

Strategy A.1.1: *Increase the number of on campus presentations conducted by faculty within the School of Population Health and encourage primary faculty within the School of Population Health to attend on campus seminars hosted within other Schools and departments. This will increase research exposure and allow for an increased number of collaborative relationships to form.*

Efficiency: Team science sponsored by intramural research programs and

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extramural agencies

Academic Support

Goal A: Provide interdisciplinary population health educational activities across UMMC and to develop evidence based, effective health education resources for families and caregivers across the care continuum. To provide administrative support for SOPH with services provided to the Office of the Dean.

Objective A.1: *Assist and support the expansion of patient-centered care, machine learning for health outcome predictions, and data analysis across UMMC while encouraging interdisciplinary educational and networking activities. Support and assist School of Population Health faculty, staff and students.*

Outcome: Increase in the number of SOPH students and alumni volunteering at the Myrlie Evers Williams Institute for the Elimination of Health Disparities (MEWI)

Outcome: Increase the number of MEWI Evers Care Clinic Patients Assisted

Outcome: Number of schools participating in the Rice Bowl

Outcome: Support and promote strong collegial relationships between faculty, staff and students

Strategy A.1.1: *Increase the number of opportunities SOPH faculty students have to interact with other faculty and students across campus. This will encourage everyone to start crossing silos and working as a UMMC team. Administrative support is provided for the School of Population Health through the Office of the Dean*

Output: The number of MEWI Everscare clinic patients assisted Output:

The number of MEWI Everscare Food Pantry patients assisted

Output: The number of departments and Institutes overseen by the school of Population Health Office of the Dean

The University Hospitals and Health System

The University Hospitals and Health System are the teaching hospitals for the University of Mississippi Medical Center's clinical, educational and research programs. As the state's only academic medical center, UMMC has a focus on quality of patient care built around achieving high reliability for patient safety, outcomes and experience as the basis for maximizing value. In fulfilling its clinical, teaching and research missions, UMMC strives to be the leader in the delivery of high quality, value-based care for all Mississippians.

The program performance measures for the University Hospitals and Clinics have been submitted to the Mississippi Legislative Budget Office in Form MBR-1-03PI are asfollowed:

- Patient Days
- Average Daily Census
- Operating Cost per Adjusted Patient Day

These are in accordance with the Mississippi Performance Budget and Strategic Planning Act of 1994.

The work of the past ten years to improve UMMC's quality of care has relied on defining focused goals with specific improvement targets, data transparency, and structured review with accountability. Leadership engagement from the Board down, an emphasis on a culture of safety and employee engagement, and a standardized approach to performance improvement has resulted in positive momentum towards high reliability.

The quality-of-care program going forward will build on the progress made to date:

- Patient Safety
 1. Reduction in hospital-acquired infections toward the national average by establishing a robust hand hygiene program and working to reduce each specific type of infection.
 2. Consistent improvement in a non-punitive culture of safety as measured by regular employee surveys. This has led to a year-over-year increase in safety event reporting which offers continuous insight and opportunity to strengthen patient safety.
 3. "Chasing Zero" campaign and slogan which focuses on eliminating harm at UMMC.
- Patient Outcomes
 1. Reportable mortalities have improved to below or near the national average through standardized care and improved documentation of disease severity.
 2. Structured programs have been developed for heart failure and sepsis in an effort to improve patient outcomes through standardized care and better care coordination for these high-volume patient populations.
- Patient Experience
 1. This data is transparently available to all providers and employees, and is the basis for improvement work.
 2. The Office of Patient Experience was established and provides consistent feedback and focus on the patient experience. As a result, survey scores have consistently improved and UMMC is now above the 50th percentile compared to peers in national metrics.
- Maximizing Value

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1. Value in healthcare is defined by quality/cost. Having established quality improvement as shown above, in 2021 UMMC added focus on the cost side of the equation broader focus on value is a natural progression of UMMC's quality strategy.
2. Documentation, care coordination and direct cost-of-care are the three pillars of the value program that will collectively continue to improve patient care, reputation and financial viability

The specific goals and targets for 2027 are as follows:

Goal A: Achieve a 25% overall reduction in reported hospital acquired infections compared to prior year

Objective A.1: *Reduce hospital-acquired infections by 25%*

Outcome: Count of infections that patients get while receiving treatment for medical or surgical conditions

Strategy A.1.1: *Active teams around central line associated bloodstream infections (CLABSI), surgical site infections (SSI) and multi-drug resistant organisms (MDROs).*

Output: Sum of CLASBI, SSI, MDRO that have follow-up surveillance

Efficiency: Number of patients with infections as acquired during hospital stay

Explanation: Teams will work on timely notification of events, clinical prevention of such events, and optimal documentation of services

Goal B: Reduce the number of stage three, four and unstageable pressure injuries

Objective B.1: *Decrease the number of stage three, four, and unstageable pressure injuries by 25%*

Outcome: Decrease number of pressure injuries by 25%

Strategy B.1.1: *A new pressure-injury prevention program with expanded numbers of wound care professionals to improve wound staging and increased use of data for performance improvement*

Output: Number of stage three, four and unstageable pressure injuries monthly

Efficiency: Improving patient care and reducing reported rates that influence UMMC's reputation and payment

Explanation: Pressure injuries identified as an opportunity for improvement led to a new teamwork approach

Goal C: Reduce the incidence of critical hypoglycemic events by 15

Objective C.1: *Reduction of critical hypoglycemic events*

Outcome: Count of hypoglycemic events (glucose less than 40) after recent glucose lowering medication

Strategy C.1.1: *Identify patients with critically low glucose and establish standard consultation and management guidelines*

Output: Real-time monitoring and feedback of critical hypoglycemic event

Efficiency: High-risk patient groups are identified and targeted for improvement intervention

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Explanation: Prevention of hypoglycemic events will improve patient care and public reporting

Goal D: Improve patient experience percentile rank to the 60th percentile for hospital and ambulatory domains

Objective D.1: *Continue to improve the patient experience scores to be above the 60th percentile to have positive scores in payment and reputation programs*

Outcome: Percentile rank from patient experience scores

Strategy D.1.1: *Transparency of data at the provider level combined with education and focused areas of improvement*

Output: Monthly update of location and department scores and quarterly provider level data

Efficiency: The voice-of-the-patient is a key element for quality improvement and is provided through patient experience surveys

Explanation: The key to success in improving the patient experience is communication, which is the dominant metric in these surveys and aligns with our goal of patient centered care

Goal E: Maximize value of quality of care through improved documentation, enhanced care coordination, and reduction in direct cost-of-care.

Objective E.1: *Improve documentation of principal diagnosis and comorbidity capture, implement a new Care Coordination program, and develop systems for providers to understand how much they spend on care*

Outcomes: Improved comorbidity capture 10%; ii. Reduce length-of-stay 10%; Lower cost by 10%.

Strategy E.1.1: *Team care which leverages multidisciplinary expertise and communication; multiple teams with specific date-driven goals and projects*

Output: Monthly updated scorecards tracking progress to specific annual targets.

Efficiency: Collaborative engagement across different stakeholders, providers/ nursing/coders/ finance – to improve workflows.

Effectiveness: Selected clinical areas being piloted to establish validity of methods.

Explanation: Extensive communication and education of the new programs and approaches to all leaders and caregivers.

APPENDIX I: Additional Information

Medical Center Service Area: The Medical Center Service Area includes the core support services for the health sciences campus: physical facilities, contracts administration, information systems, accounting, budget, human resources, payroll, institutional advancement, campus police, communications, and the general administration for the entire Medical Center.

The University of Southern Mississippi

**Hattiesburg Campus
Unit # 268-00**

Five-Year Strategic Plan

Fiscal Years 2028-2032



**THE UNIVERSITY OF
SOUTHERN
MISSISSIPPI®**

**Presented to
Board of Trustees of State Institutions
of Higher Learning
July 2026**

**The University of Southern Mississippi
Hattiesburg Campus
Unit # 268-00**

Five-Year Strategic Plan, 2028-2032

1. Comprehensive Mission Statement for the Agency

The University of Southern Mississippi engages students at all levels in the exploration and creation of knowledge. Our hallmark is a fully engaged lifelong learning approach integrating inspired teaching, collaborative research, creative activity, and service to society. Southern Miss produces graduates who are ready for life; ready to succeed professionally and as responsible citizens in a pluralistic society.

2. Agency Philosophy

The University of Southern Mississippi is distinctive among national research universities in adding value to our students' experience, uniquely preparing them to be ready for life.

The mission of the institution is supported by the following values.

1. Research and instructional excellence focused on student success at all teaching sites and through campus-based and distance education.
2. Student engagement that fosters personal growth, professional development, and a lifelong commitment to growth and learning.
3. An inclusive community that embraces the diversity of people and ideas.
4. Institutional governance that respects academic freedom and faculty inclusion.
5. A campus culture characterized by warmth and mutually supportive connections among students, faculty, staff, and alumni.
6. An approach to academics, research, and personal conduct based on integrity and civility.
7. An evolving curriculum that fosters lifelong curiosity and critical thinking, and prepares our graduates to be Ready for Life.
8. Community participation that promotes social responsibility, citizenship, and economic development.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal:

The Statewide Goal for Higher Education was established in *Building a Better Mississippi: The Statewide Strategic Plan for Performance and Budgetary Success* published in July 2014. The goal is to make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks:

College Readiness

1. Average ACT score of entering freshmen.
2. Number and percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both.
3. Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.
4. Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within 2 years.

Student Progress

5. First-year retention rate (from fall to fall) for entering full-time freshmen.
6. Percentage of full-time students completing 24 credit hours within one academic year.
7. Percentage of part-time students completing 12 credit hours within one academic year.

Student Graduation Rates

8. Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.
9. Student graduation rates (first-time freshmen cohort students graduating within 4 years, first-time freshmen cohort students graduating within 6 years, first-time full-time freshmen cohort students graduating within 8 years).
10. Number and percentage of degrees awarded to adult learners who enter college for the first time at age 23 or older.
11. Percentage of state's population age 25 years and over with a bachelor's degree or higher.

Graduates in High-Need Disciplines

12. Number of graduates in high-need disciplines (e.g., science, technology, engineering, math, Education, and nursing) by discipline.
13. Number of graduates in teaching from Mississippi public higher educational institutions.
14. Licensure exam pass rates for graduates with four year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II.
15. Percentage of graduates in high-need disciplines who enter and remain in practice in Mississippi in the high-need discipline five years and ten years following graduation, by discipline.
16. Percentage of teacher candidates from Mississippi public higher educational institutions who become Mississippi public school teachers following graduation.
17. Percentage of teacher candidates from Mississippi public higher educational institutions who remain teaching in Mississippi public school classrooms five and ten years following their initial hire date.

Cost to Students

18. Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions.
19. Dollars spent on remedial coursework.
20. Average student debt on graduation.

Cost to Taxpayers

21. Total cost to the state of providing remedial classes at the state's public four-year institutions of higher learning.
22. Total state expenditures per total FTE student.

Quality of Learning Environment

23. Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).

Graduation Rates of Graduate Students

24. Percentage of enrolled graduate students who complete graduate degree.
25. Number of graduate degrees awarded.

Graduate Students in High-Need Disciplines

26. Number and percentage of graduate degrees awarded in science, technology, engineering, and math.
27. Licensure exam pass rate for graduate school graduates, by discipline.
28. Percentage of graduates in high-need disciplines practicing in Mississippi, by discipline.

Commercialization of Academic Research

29. Dollar value of total external research grants and contracts awarded to Mississippi public universities.
30. Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.
31. Number of patents obtained by Mississippi public universities in emerging technologies.
32. Number of patents obtained by Mississippi public universities in emerging technologies that are commercialized.
33. Number of private sector companies created as a result of activities at Mississippi public universities.

4. Overview of the University 5-Year Plan

The University of Southern Mississippi is part of a system of higher education in the State of Mississippi that is governed by the Board of Trustees of State Institutions of Higher Learning (IHL). IHL operates as a strong public university system with eight distinct mission-driven universities that seeks to enhance the quality of life of Mississippians by effectively meeting their diverse educational needs.

The University of Southern Mississippi is a community-engaged Carnegie R-1 university. As a public research institution, the University of Southern Mississippi creates and disseminates knowledge through a wide array of programs of instruction, research, public service, and economic development at teaching and research sites in Hattiesburg and across the Mississippi Gulf Coast at the Gulf Park Campus, the Marine Research Center, the Roger F. Wicker Center for Ocean Enterprise, the Gulf Coast Research Laboratory, and Stennis Space Center.

Southern Miss has identified five major institutional goals that will harness the University's strengths and embrace opportunities for growth in the complex higher education environment. The institutional strategic goals include the following.

1. Increase total enrollment for undergraduate and graduate students through improved recruitment, retention, persistence, progression, and student success.
2. Cultivate an academic culture of curricular innovation and a positive teaching-learning environment.
3. Strengthen research productivity and innovation by enhancing interdisciplinary collaboration and creative activity, improving research infrastructure, and increasing community engagement aimed at addressing critical societal issues and driving economic development.
4. Enhance administrative efficiency to improve productivity throughout the institution by optimizing business processes and personnel deployment.
5. Engage the University's diverse community of alumni and friends in personalized, integrated, and coordinated ways to foster dynamic relationships, extend our reach, and enhance lifelong connections in support of the institution's strategic priorities.

Southern Miss must compete with peers in Mississippi and throughout the nation for students, faculty, and staff, which requires the University to adapt and evolve as an increasingly market-driven organization. In addition, the shift in revenues from being primarily supported by state appropriations to being primarily supported by tuition has intensified recruiting and student success efforts. Navigating this shift in financing, enhancing student recruiting and retention initiatives, and recruiting and retaining talented faculty and staff will be major challenges facing the University over the next five years. Stable state support is vital to the University's ability to continue to provide the benefits of quality education, research, public service, and economic development to the people of the State of Mississippi in the next five years and beyond.

5. External/Internal Assessment

There are multiple internal and external factors that impact how the University will strategically accomplish the goals set out in the strategic plan, including the following.

- Stability in state appropriations.
- Intense competition for students, faculty, and staff with universities nation-wide.
- Increasingly complex regulatory environment and the related costs of compliance activities.
- Shortage of faculty in high demand programs.
- Many students are dependent on federal and institutional support.
- Budget pressure caused by inflation in operating costs such as utilities, commodities and maintenance of facilities/grounds and increased personnel costs including health insurance and PERS contributions.
- Decline in the number of Mississippi public high school graduates.
- Increase in the number of students needing remedial education and the costs associated with remediation.
- Evolving preferences in course delivery require the university to re-train faculty and staff and re-think business processes and services to accommodate students who choose remote learning.
- Rapid changes in mission-critical technology and escalating cybersecurity threats require significant financial and personnel resources.

5. (A) Internal Management Systems Used to Evaluate Agency's Performance

Strategic Planning is facilitated by the Office of the President with participation from senior officers of the University. Faculty and staff representatives from divisions across the University as well as student leaders are included in the strategic planning process. The Office of Institutional Effectiveness uses the University's objectives and goals to develop and align college and division plans. Results are evaluated on an annual basis by a standing Strategic Plan Monitoring Committee and included in performance evaluations.

6. Agency Goals, Objectives, Strategies, and Measures by Program

Program Name: Instruction

Goal: Increase the quantity of students achieving degree completion

Objectives:

1. Increase the number of undergraduate degrees awarded each year
2. Increase the number of graduate degrees awarded each year
3. Increase the percentage of teaching faculty with terminal degrees

Strategies:

1. Implement comprehensive student recruitment, success, and retention efforts.
2. Provide deliberate interventions for underprepared and/or underperforming students.
3. Promote opportunities to further enhance the quality of students' educational experiences.
4. Support current and new high-interest degree programs with growth potential
5. Explore and support alternative course delivery options and programmatic flexibility.

Performance Measures:

PROGRAM OUTPUTS

1. Average ACT score of entering freshmen.
2. Number of degrees awarded to adult learners who enter college for the first time at age 23 or older.
3. Percentage of degrees awarded in 4 years to adult learners who enter college for the first time at age 23 or older.
4. Percentage of degrees awarded in 6 years to adult learners who enter college for the first time at age 23 or older.
5. Percentage of degrees awarded in 8 years to adult learners who enter college for the first time at age 23 or older.
6. Number of graduate degrees awarded.
7. Number of entering students who are enrolled in intermediate (remedial) courses during their first year.
8. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year.
9. Number of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math only.
10. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math only.

11. Number of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by English/reading only.
12. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by English/reading only.
13. Number of entering students who are enrolled in intermediate (remedial) courses during their first year, in both math and English/reading only.
14. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, in both math and English/reading only.
15. Number of graduate degrees awarded in science, technology, engineering, and math.
16. Percentage of graduate degrees awarded in science, technology, engineering, and math.

PROGRAM EFFICIENCIES

1. Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.
2. Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within two years.
3. First-year retention rate (from fall to fall) for entering full-time freshmen.
4. Percentage of full-time students completing 24 credit hours within one academic year.
5. Percentage of part-time students completing 12 credit hours within one academic year.
6. Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.
7. Student graduation rates (first-time freshmen cohort students graduating within 4 years).
8. Student graduation rates (first-time freshmen cohort students graduating within 6 years).
9. Student graduation rates (first-time full-time freshmen cohort students graduating within 8 years).
10. Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions (ACS Median Household Income \$39,464).
11. Dollars spent on remedial coursework.
12. Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).
13. Percentage of enrolled graduate students who complete graduate degree.
14. Total state expenditures per total FTE student.
15. Number of graduate degrees awarded per 100 graduate FTE enrollment.
16. Number of students completing 30 hours.
17. Number of students completing 60 hours.

PROGRAM OUTCOMES

1. Percentage of state's population age 25 years and over with a bachelor's degree or higher
2. Number of graduates in high-need disciplines (Science, technology, engineering, & math).
3. Number of graduates in high-need disciplines (Education).
4. Number of graduates in high-need disciplines (Health).

5. Number of graduates in high-need disciplines (Science, technology, engineering, math, education, and nursing combined).
6. Number of graduates in teaching from Mississippi public higher educational institutions.
7. Licensure exam pass rates for graduates with four year degrees (undergraduate Praxis).
8. Licensure exam pass rates for graduates with four year degrees (NCLEX-RN).
9. Licensure exam pass rates for graduates with four year degrees (other undergraduate licensure).
10. Licensure exam pass rates for graduates with four year degrees (All undergraduate licensure pass rates).
11. Licensure exam pass rates for graduate school graduates (graduate Praxis).
12. Licensure exam pass rates for graduate school graduates (other licensure).
13. Licensure exam pass rates for graduate school graduates (All graduate licensure pass rates).
14. Number of undergraduate degrees awarded.
15. Number of degrees (Graduate & Undergraduate) awarded in the STEM Field.
16. Number of degrees (Graduate & Undergraduate) awarded in the Health Field.
17. Number of degrees (Graduate & Undergraduate) awarded in the Education Field.

Program Name: Research

Goal: Increase external funding in support of research and scholarly activities

Objectives:

1. Increase number of research proposal submissions to grant agencies.
2. Increase number of projects funded.
3. Increase dollar amount of funded projects.

Strategies:

1. Develop, promote, and support scholarly research, creative output, and professional engagement.
2. Expand the depth and breadth of funded research and creative programs.
3. Increase outreach to faculty and staff for identification of funding opportunities

Performance Measures:

PROGRAM OUTPUTS

1. Dollar value of total external research grants and contracts awarded to Mississippi public universities.
2. Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.

PROGRAM OUTCOMES

1. Number of patents obtained by Mississippi public universities in emerging technologies.

Program Name: Public Service

Goal: Extending the university to the community by offering professional development and training programs

Objectives:

1. Increase number of programs in high-demand professions
2. Leverage university faculty, staff, alumni, and community subject-matter experts to facilitate programs/training
3. Increase the number of programs that provide continuing education units (CEUs) for licensed professionals

Strategies:

1. Survey community and targeted professions
2. Attend professional and community meetings/trade shows
3. Communicate with university faculty, staff, alumni, and community subject-matter experts through written correspondence, meetings, and trade shows
4. Develop and market programs to licensed professionals

Performance Measures:

1. Number of programs offered
2. Enrollment in programs
3. Communications with university faculty, staff, alumni and community subject-matter experts
4. Number of CEUs awarded

Program Name: Academic Support

Goal: Improve student and faculty access and use of accurate and reliable information through improved technology, robust collections, and inviting virtual and physical environments

Objectives:

1. Reach more students and faculty through library instruction and consultation
2. Improve accessibility to scholarly information for research and teaching

Strategies:

1. Increase information literacy instruction across campus
2. Strengthen library collections strategically in all formats
3. Improve library website to be more intuitive and inviting
4. Improve library spaces to be more attractive and inviting

Performance Measures:

1. Number of library holdings
2. Number of physical visits to libraries
3. Number of virtual visits to library web site
4. Number of items cataloged
5. Number of interlibrary loan transactions
6. Number of library instruction sessions provided

Program Name: Student Services

Goal: Increase student enrollment

Objectives:

1. Increase the number of campus tours

2. Increase the number of applications processed

Strategies:

1. Promotion of group and individual campus tours for prospective students
2. Expansion of recruitment activities to in-state high school and transfer target markets
3. Expansion of recruitment activities to out-of-state target markets
4. Broaden personalized and customized communications flows to prospective students

Performance Measures:

1. Number of undergraduate applicants processed
2. Average student services expenditure per fall FTE student
3. Average student services expenditure per fall headcount student

Program Name: Institutional Support

Goals:

1. Enhance effectiveness of institutional management and decision processes
2. Improve financial condition of the University
3. Maximize efficiency of administrative operations

Objectives:

1. Improve strategic planning, resource allocation and decision support processes
2. Manage institutional debt effectively
3. Maintain number of days to close out each month for financial reporting
4. Maintain number of days to process financial aid checks each semester

Strategies:

1. Increase expertise and staffing supporting strategic planning, budgeting, financial management, and analysis processes
2. Improve technology resources supporting strategic planning, resource allocation, and analytic processes

Performance Measures:

1. Average institutional support expenditures per fall FTE student
2. Debt coverage ratio
3. Total outstanding debt

Program Name: Operation and Maintenance

Goals:

1. Preserve and enhance the physical assets of the University
2. Decrease the university's energy consumption while staying in line with IHL targets
3. Develop a mechanical system replacement strategy
4. Develop a subterranean infrastructure replacement plan

Objectives:

1. Maintain the average maintenance work order response and completion time

2. Maintain the average time to estimate repair and alteration projects
3. Complete mechanical system repair/replacement in facilities as needed

Strategies:

1. Continue to make informed decisions about where to hold after-hours events on campus, choosing to utilize facilities with more efficient energy usage
2. Continue to replace meters and equipment with more energy-efficient units
3. Develop a mechanical system replacement plan
4. Contract services for a GIS survey of underground infrastructure

Performance Measures:

1. Square feet of custodial service area
2. Acres of grounds maintenance
3. Building structures and systems
4. Custodial services cost per square foot
5. Grounds maintenance cost per acre
6. Building structures and systems cost per square foot
7. Energy cost per square foot

Program Name: Scholarships & Fellowships

Goal:

1. Effectively utilize sources of financial aid for students

Objectives:

1. Decrease student loan default rate
2. Reduce the number of revisions for financial aid by students

Strategies:

1. Enhance expertise of staff providing aid for students through training and professional development programs
2. Implement financial literacy program for students

Performance Measures:

1. Number of awards
2. Dollars awarded (millions)
3. Average amount of financial aid awarded to each student

The University of Southern Mississippi

**Gulf Park Campus
Unit # 253-01**

Five-Year Strategic Plan

Fiscal Years 2028-2032



**THE UNIVERSITY OF
SOUTHERN
MISSISSIPPI®**

**Presented to
Board of Trustees of State Institutions
of Higher Learning
July 2026**

**The University of Southern Mississippi
Gulf Park Campus
Unit # 253-01**

Five-Year Strategic Plan, 2026-2030

1. Comprehensive Mission Statement for the Agency

The University of Southern Mississippi engages students at all levels in the exploration and creation of knowledge. Our hallmark is a fully engaged lifelong learning approach integrating inspired teaching, collaborative research, creative activity, and service to society. Southern Miss produces graduates who are ready for life; ready to succeed professionally and as responsible citizens in a pluralistic society.

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- Student engagement that fosters personal growth, professional development, and a lifelong commitment to growth and learning;
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- Institutional governance that respects academic freedom and faculty inclusion;
- A campus culture characterized by warmth and mutually-supportive connections among students, faculty, staff, and alumni;
- An approach to academics, research, and personal conduct based on integrity and civility;
- An evolving curriculum that fosters lifelong curiosity and critical thinking, and prepares our graduates to be Ready for Life; and
- Community participation that promotes social responsibility, citizenship, and economic development.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal:

To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new jobs through the commercialization of university-based research.

Relevant Benchmarks:

College Readiness

1. Average ACT score of entering freshmen.
2. Number and percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math, English/reading, or both.
3. Percentage of fall intermediate (remedial) math students completing the (remedial math)

course within two years.

4. Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within 2 years.

Student Progress

5. First-year retention rate (from fall to fall) for entering full-time freshmen.
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Student Graduation Rates

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12. Number of graduates in high-need disciplines (i.e. science, technology, engineering, math, Education, and nursing) by discipline.
13. Number of graduates in teaching from Mississippi public higher educational institutions.
14. Licensure exam pass rates for graduates with four year degrees in a licensed field of study, by field of study, including the percentage of graduates in teaching who pass Praxis II.
15. Percentage of graduates in high-need disciplines who enter and remain in practice in Mississippi in the high-need discipline five years and ten years following graduation, by discipline.
16. Percentage of teacher candidates from Mississippi public higher educational institutions who become Mississippi public school teachers following graduation.
17. Percentage of teacher candidates from Mississippi public higher educational institutions who remain teaching in Mississippi public school classroom five and ten years following their initial hire date.

Cost to Students

18. Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions.
19. Dollars spent on remedial coursework.
20. Average student debt on graduation.

Cost to Taxpayers

21. Total cost to the state of providing remedial classes at the state's public four-year institutions of higher learning.
22. Total state expenditures per total FTE student.

Quality of Learning Environment

23. Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).

Graduation Rates of Graduate Students

24. Percentage of enrolled graduate students who complete graduate degree.
25. Number of graduate degrees awarded.

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26. Number and percentage of graduate degrees awarded in science, technology, engineering, and math.
27. Licensure exam pass rate for graduate school graduates, by discipline.
28. Percentage of graduates in high-need disciplines practicing in Mississippi, by discipline.

Commercialization of Academic Research

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30. Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.
31. Number of patents obtained by Mississippi public universities in emerging technologies.
32. Number of patents obtained by Mississippi public universities in emerging technologies that are commercialized.
33. Number of private sector companies created as a result of activities at Mississippi public universities.

4. Overview of the University 5-Year Plan

The University of Southern Mississippi is eager to meet the education and workforce challenges of the rapidly growing Mississippi Gulf Coast region. Our primary focus at the Southern Miss Gulf Park Campus is serving transfer students and adult learners with upper division, graduate and continuing education courses. The University established the Coastal Pathways Scholarship program in partnership with Mississippi Gulf Coast Community College and Pearl River Community College to offer an efficient and affordable route for transfer students to complete baccalaureate degrees at Southern Miss. An expanded focus on programs that prepare graduates for the healthcare workforce will further enhance the University's commitment to meeting Gulf Coast workforce needs.

The Gulf Park Campus supports the same strategic plan as the Hattiesburg Campus. As a public research institution, the University of Southern Mississippi creates and disseminates knowledge

through a wide array of programs of instruction, research, public service and economic development. The University has established five major institutional goals that will harness the University's strengths and embrace opportunities for growth in the complex higher education environment.

1. Increase total enrollment for undergraduate and graduate students through improved recruitment, retention, persistence, progression, and student success.
2. Cultivate an academic culture of curricular innovation and a positive teaching-learning environment.
3. Strengthen research productivity and innovation by enhancing interdisciplinary collaboration and creative activity, improving research infrastructure, and increasing community engagement aimed at addressing critical societal issues and driving economic development.
4. Enhance administrative efficiency to improve productivity throughout the institution by optimizing business processes and personnel deployment.
5. Engage the University's diverse community of alumni and friends in personalized, integrated, and coordinated ways to foster dynamic relationships, extend our reach, and enhance lifelong connections in support of the institution's strategic priorities.

5. External/Internal Assessment

There are multiple internal and external factors that affect how the University will strategically accomplish the goals set out in the strategic plan, including the following.

- Adequate funds to aid in the renovation and maintenance of the facilities on the Gulf Park campus.
- Intense competition for students, faculty, and staff with Mississippi community colleges and universities nation-wide.
- Increasingly complex regulatory environment and the related costs of compliance activities.
- Shortage of faculty in high demand programs.
- Many students are dependent on federal and institutional support.
- Budget pressure caused by inflation in operating costs such as utilities, commodities and maintenance of facilities and grounds and increased cost of health insurance.
- Declining number of Mississippi public high school graduates.
- Increase in the number of students needing remedial education and the costs associated with remediation
- Changes in course delivery methods require the university to re-train faculty and staff and re-think business processes and services to accommodate students not physically on our campus
- State Authorization Reciprocity Agreement (SARA) has provided additional roadblocks to providing distance education to students residing out-of-state
- Rapid changes in mission-critical technology and increasing cybersecurity threats require extensive financial and personnel resources.

5. (A) Internal Management Systems Used to Evaluate Agency's Performance

Strategic Planning is facilitated by the Office of the President with participation from all senior

officers of the University. Faculty and staff representatives from all divisions as well as student leaders are included in the strategic planning process. The University of Southern Mississippi's strategies and goals are then used to develop and align college and division plans. Results are evaluated on an annual basis and included in performance evaluations.

6. Agency Goals, Objectives, Strategies, and Measures by Program

Program Name: Instruction

Goal: Increase the quantity of students achieving degree completion

Objectives:

1. Increase the number of undergraduate degrees awarded each year
2. Increase the number of graduate degrees awarded each year
3. Increase the percentage of teaching faculty with terminal degrees

Strategies:

1. Implement comprehensive student recruitment, success, and retention efforts.
2. Provide deliberate interventions for underprepared and/or underperforming students.
3. Promote opportunities to further enhance the quality of students' educational experiences.
4. Support current and new high-interest degree programs with growth potential
5. Explore and support alternative course delivery options and programmatic flexibility.

Performance Measures:

PROGRAM OUTPUTS

1. Average ACT score of entering freshmen.
2. Number of degrees awarded to adult learners who enter college for the first time at age 23 or older.
3. Percentage of degrees awarded in 4 years to adult learners who enter college for the first time at age 23 or older.
4. Percentage of degrees awarded in 6 years to adult learners who enter college for the first time at age 23 or older.
5. Percentage of degrees awarded in 8 years to adult learners who enter college for the first time at age 23 or older.
6. Number of graduate degrees awarded.
7. Number of entering students who are enrolled in intermediate (remedial) courses during their first year.
8. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year.
9. Number of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math only.
10. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by math only.
11. Number of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by English/reading only.
12. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, broken out by English/reading only.
13. Number of entering students who are enrolled in intermediate (remedial) courses

during their first year, in both math and English/reading only.

14. Percentage of entering students who are enrolled in intermediate (remedial) courses during their first year, in both math and English/reading only.
15. Number of graduate degrees awarded in science, technology, engineering, and math.

PROGRAM EFFICIENCIES

1. Percentage of fall intermediate (remedial) math students completing the (remedial math) course within two years.
2. Percentage of fall intermediate (remedial) English/reading students completing the (remedial English/reading) course within two years.
3. First-year retention rate (from fall to fall) for entering full-time freshmen.
4. Percentage of full-time students completing 24 credit hours within one academic year.
5. Percentage of part-time students completing 12 credit hours within one academic year.
6. Number of undergraduate degrees awarded per 100 undergraduate full-time equivalent (FTE) enrollment.
7. Student graduation rates (first-time freshmen cohort students graduating within 4 years).
8. Student graduation rates (first-time freshmen cohort students graduating within 6 years).
9. Student graduation rates (first-time full-time freshmen cohort students graduating within 8 years).
10. Percentage of Mississippi median family income required to cover tuition and fees at Mississippi public four-year higher educational institutions (ACS Median Household Income \$39,464).
11. Dollars spent on remedial coursework.
12. Percentage of teaching faculty with terminal degrees (doctorate and first professional degrees).
13. Percentage of enrolled graduate students who complete graduate degree.
14. Total state expenditures per total FTE student.
15. Number of graduate degrees awarded per 100 graduate FTE enrollment.
16. Number of students completing 30 hours.
17. Number of students completing 60 hours.

PROGRAM OUTCOMES

1. Percentage of state's population age 25 years and over with a bachelor's degree or higher
2. Number of graduates in high-need disciplines (Science, technology, and engineering,).
3. Number of graduates in high-need disciplines (Education).
4. Number of graduates in high-need disciplines (Health).
5. Number of graduates in high-need disciplines (Science, technology, engineering, education, and nursing combined).
6. Number of graduates in teaching from Mississippi public higher educational institutions.
7. Licensure exam pass rates for graduates with four year degrees (undergraduate Praxis).

8. Licensure exam pass rates for graduates with four year degrees (NCLEX-RN).
- 9.
10. Licensure exam pass rates for graduate school graduates (graduate Praxis).
11. Licensure exam pass rates for graduate school graduates (other licensure).
12. Licensure exam pass rates for graduate school graduates (All graduate licensure pass rates).
13. Number of undergraduate degrees awarded.
14. Number of degrees (Graduate & Undergraduate) awarded in the STEM Field.
15. Number of degrees (Graduate & Undergraduate) awarded in the Health Field.
16. Number of degrees (Graduate & Undergraduate) awarded in the Education Field.
17. Number of active Osher Lifelong Learning Institute (OLLI) members participating in lifelong learning activities at Gulf Park.
18. Number of professionals completing workforce and leadership coursework through the Institute for Strategic Leadership (ISLI).

Program Name: Research

Goal: Secure external funding in support of research and scholarly activities

Objectives:

1. Increase number of research proposal submissions to grant agencies.
2. Increase number of projects funded.
3. Increase dollar amount of funded projects.

Strategies:

1. Develop, promote, and support scholarly research, creative output, and professional engagement.
2. Expand the depth and breadth of funded research and creative programs.
3. Increase outreach to faculty and staff for identification of funding opportunities

Performance Measures:

PROGRAM OUTPUTS

1. Dollar value of total external research grants and contracts awarded to Mississippi public universities.
2. Percentage of external research grants and contracts awarded to Mississippi public universities from federal sources.

PROGRAM OUTCOMES

1. Number of patents obtained by Mississippi public universities in emerging technologies.

Program Name: Academic Support

Goal: Improve access to collections and resources to maximize use and visibility

Objectives:

1. Increase the number of volumes added
2. Increase the number of patrons served weekly

Strategies:

1. Continue to build and improve access to collections in all formats (including e-books) to meet the research and teaching needs of the university
2. Expand the use of Open Source materials, special collections, and government documents
3. Examine and revise collection development practices
4. Create excellent customer service through improved processes and interactions
5. Engage with our users through communication strategies that make resources and services more visible, more used, and better attuned to user needs
6. Expand and improve public computing in the library
7. Develop attractive, easy to navigate, well-equipped spaces for individual and collaborative work and study
8. Provide consultation, instructional and reference services designed to enhance the use of scholarly resources

Performance Measures:

1. Number of library holdings
2. Number library patrons served weekly
3. Book Circulation
4. Interlibrary Loan Transactions
5. IntraSystem Loan Transactions
6. Average cost per book added
7. Ratio of books circulated 1 FTE student

Program Name: Student Services

Goal: Increase student enrollment

Objectives:

1. Increase the number of campus tours
2. Increase the number of applications processed

Strategies:

1. Promotion of group and individual campus tours for prospective students
2. Expansion of recruitment activities and partnerships with coastal community colleges.
3. Expansion of lifelong learning course offerings delivered through OLLI and ISLI.
- 4.
5. Broaden personalized and customized communications flows to prospective students

Performance Measures:

1. Number of undergraduate applicants processed
2. Average student services expenditure per fall FTE student
3. Average student services expenditure per fall headcount student

Program Name: Institutional Support

Goals:

1. Enhance effectiveness of institutional management and decision processes
2. Improve financial condition of the University
3. Maximize efficiency of administrative operations

Objectives:

1. Improve strategic planning, resource allocation and decision support processes
2. Manage institutional debt effectively
3. Maintain number of days to close out each month for financial reporting
4. Maintain number of days to process financial aid checks each semester

Strategies:

1. Increase expertise and staffing supporting strategic planning, budgeting, financial management, and analysis processes
2. Improve technology resources supporting strategic planning, resource allocation, and analytic processes

Performance Measures:

1. Average institutional support expenditures per fall FTE student
2. Debt coverage ratio
3. Total outstanding debt

Program Name: Operation and Maintenance

Goals:

1. Effectively manage the design and construction of new facilities
2. Maintain University buildings and grounds to a safe and beautiful condition
3. Implement Campus Master Plan recommendations for parking, lighting, and pedestrian pathways in a manner that ensures a safe and accessible student environment
4. Continue to decrease the university's energy consumption while staying in line with IHL targets

Objectives:

1. Complete Hardy Hall renovations to accommodate ISLI programming and the new campus Welcome Center.
2. Complete construction on the Kelly Gene Cook Hall that will be home to the Dubard School and Children's Center on the Gulf Park Campus.
3. Continue to see external funding for capital projects to enhance the campus
4. Maintain 100 percent of campus facilities
5. Maintain 100 percent of campus land

Strategies:

1. Manage construction scope using budget and timeliness as effective indicators
2. Complete annual safety reports and regular inspections concerning cleanliness to quantify campus conditions
3. Utilize a mechanical engineer and control software in completing a mechanical system efficiency strategy
4. Update and utilize the institution's emergency preparedness plan on an ongoing basis

Performance Measures:

1. Number of acres maintained
2. Square footage maintained in buildings
3. Building structures and systems
4. Utility cost per square foot
5. Building structures and systems cost per square foot
6. Custodial services cost per square foot
7. Grounds maintenance cost per acre

Program Name: Scholarship & Fellowships

Goal:

1. Effectively utilize sources of financial aid for students

Objectives:

1. Maintain the number of dollars needed to fund faculty/staff/dependent scholarships
2. Maintain the dollars needed to support student scholarships in specified areas, including the Coastal Pathways Scholarships for coastal community college transfer students.

Strategies:

1. Enhance expertise of staff providing aid for students through training and professional development programs
2. Implement financial literacy program for students

Performance Measures:

1. Dollars awarded
2. Dollars awarded to faculty/staff/dependents
3. Average number of faculty/staff/dependent dollars awarded per FTE faculty and staff
4. Average of non-employee dollars per FTE student

The University of Southern Mississippi

**Gulf Coast Research Laboratory
Unit # 443-00**

Five-Year Strategic Plan

Fiscal Years 2028-2032



THE UNIVERSITY OF
SOUTHERN
MISSISSIPPI®

**Presented to
Board of Trustees of State Institutions
Of Higher Learning
July 2026**

The University of Southern Mississippi
Gulf Coast Research Laboratory
Unit # 443-00
Five-Year Strategic Plan, 2028-2032

1. Comprehensive Agency Mission Statement

The Gulf Coast Research Laboratory (GCRL) is dedicated to achieving sustainable marine and coastal resources and promoting economic development consistent with this goal through scientific discovery, education of future scientists and citizens, and development of new technologies. GCRL seeks excellence in coastal and marine research, education, outreach, and service with a focus on living marine resources to:

- Develop, expand, and transfer the knowledge and technology needed for the responsible use of marine resources in harmony with conservation and management of marine ecosystems for a sustainable future;
- Educate and train the next generation of scientists who will advance our understanding of Mississippi coastal waters and the broader Gulf ecosystem;
- Foster an increased awareness and understanding of the importance of Gulf marine environments and resources;
- Facilitate an increased awareness and understanding of how marine environments and resources of the Gulf are linked to societal needs, including quality of life and economic development;
- Promote the application of the best available science in restoration and management of the coastal and marine resources of the State of Mississippi;
- Support economic development consistent with sustainability of coastal habitat and living resources; and
- Empower students, the general public, and community leaders to make more responsible resource decisions.

2. Agency Philosophy

The Gulf Coast Research Laboratory (GCRL) is a research and teaching unit of The University of Southern Mississippi dedicated to the advancement of scientific discovery and promotion of academic growth in the fields of marine biology and coastal sciences for the betterment of society, the wise use of natural resources, and the advancement of sound economic development. The GCRL is a leader in coastal and marine sciences research, education, outreach, and service. Its scientists and educators meet changing societal needs by creating knowledge at the forefront of its areas of expertise, empowering graduates with knowledge and skills, and translating this knowledge for the public. GCRL's exploration and discovery are enhanced through open communication, historic strengths and innovative, multidisciplinary initiatives, and its programs excite and engage students and marine resource users, demonstrating the importance of marine sciences in their everyday lives. The GCRL accomplishes its mission through the Office of the Vice President for Research, in support of:

- Research, education, and service activities of national and international distinction;
- The use of advanced technologies and multidisciplinary approaches;

- Basic and applied research and technological development;
- Graduate and undergraduate educational opportunities;
- Interactive educational outreach experiences for the general public; and
- Service activities designed to provide expertise in support of governments, industries, organizations and individuals at local, state, national, and international levels.

3. Relevant Statewide Goals and Benchmarks

3.1 Statewide Goal: to develop a robust state economy that provides the opportunity for productive employment for all Mississippians.

- Benchmarks
 - Percentage contribution of fishing to the state's gross domestic product
 - Increased quotas for state and federal fisheries
 - Nature-based tourism measured in number of visitors and dollars generated
 - Number of jobs in the recreational, for-hire and commercial fishing sectors and support industries
 - Number of jobs supporting nature-based tourism
 - Number of jobs in ecological restoration activities
 - Development of aquaculture technologies and improved seafood safety leading to increased sales and export of fisheries products

3.2 Statewide Goal: to make available a quality K-12 public education for all Mississippians

- Benchmarks
 - Number of students with hands-on exposure to the principles of basic marine ecology and environmental sustainability
 - Number of students with exposure to sustainable management of marine resources

3.3 Statewide Goal: to make available an accessible, quality public higher education that prepares students for marine-related careers

- Benchmarks
 - Number of undergraduate students participating in field-intensive courses in marine ecology, fisheries, habitat restoration, and related disciplines.
 - Number of graduate students attaining an M.S. degree
 - Number of graduate students attaining a Ph.D. degree
 - Number of M.S. and Ph.D. graduates employed in marine-related educational, governmental, and private-sector jobs
 - Entering salary for M.S. and Ph.D. graduates employed in marine-related educational, governmental, and private-sector jobs

3.4 Statewide Goal: to ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation, and wise development of those resources

- **Benchmarks**
 - Measures of condition of the state's marine species, including health indices
 - Acres of underwater lands, restored, monitored, and/or sustainably maintained
 - Measures of survey and data quality for critical marine species of commercial and recreational importance, foundational habitat species, and species threatened, endangered, or protected
 - Measures of successful management of critical marine species of commercial and recreational importance, foundational habitat species, and species threatened, endangered, or protected

4. Overview of the Agency 5-Year Strategic Plan

The GCRL supports three teaching and research sites: the Halstead and Cedar Point sites in Ocean Springs and the Point Cadet Teaching site in Biloxi. The **Division of Coastal Sciences** has faculty located on the Halstead and Cedar Point sites in Ocean Springs. The **Center for Fisheries Research and Development** is located on the Halstead site, and the **Thad Cochran Marine Aquaculture Center** and the **Marine Education Center** are primarily located on the Cedar Point site.

The GCRL 54-acre Halstead site located at 703 East Beach Drive in Ocean Springs is the original location for GCRL, established by the State Legislature in 1948 as Mississippi's designated marine laboratory. The Halstead site has historically housed most of the faculty, senior scientists, facilities, and operations of GCRL. The Halstead property is an ideal location for a marine laboratory, with a harbor providing direct access to the Mississippi Sound through Davis Bayou and Biloxi Bay. Construction of the Field Studies Building, completed in 2013, has provided increased classroom capacity supporting educational programs for K-12, undergraduate, and graduate students. This increased capacity also provides opportunities to expand the educational programs during the regular academic year. A comprehensive plan has been developed for the GCRL waterfront, including the Halstead Road easement property acquired in 2013, to support increased needs of GCRL research and academic programs for water access, while also providing improved water access options for local citizenry consistent with needs voiced by the City of Ocean Springs and Jackson County; Tidelands Trust Funds have been acquired and invested in planning, design, and construction for expanded public access.

The GCRL 224-acre Cedar Point site is east of the Halstead site at 300 Laurel Oak Drive in Ocean Springs. Part of this property abuts the Gulf Islands National Seashore Park. The property was donated to USM by the Jackson County Board of Supervisors in 1995 for expansion of the GCRL. Since that time, facilities for the Thad Cochran Marine Aquaculture Center have been built on the Cedar Point site, funded mainly through federal support. These buildings support aquaculture research and development around spotted seatrout, red snapper, oysters, blue crabs, and marine shrimp, among other species. The Research Building at Cedar Point houses Division of Coastal Sciences faculty and provides meeting and teaching space. In 2013, GCRL completed construction of a new Physical Plant facility to replace office and shop space destroyed during Hurricane Katrina. Additionally, construction activities were completed in 2017 for both the new Toxicology

Building to replace the Toxicology Building at the Halstead site, and the new Marine Education Center complex to replace the J.L. Scott Marine Education Center and Aquarium, both also destroyed by Hurricane Katrina. Completion of those facilities has shifted some resources within the Division of Coastal Sciences and the Marine Education Center from Halstead to Cedar Point to broaden the scientific and educational base between the two sites.

GCRL-Based Research and Academic Units

The Division of Coastal Sciences (COA) is the degree granting unit of GCRL. The Division is a research intensive, graduate education department with a high priority on scholarly research. It houses four core research disciplines that are integrated to provide a multi-disciplinary and unified understanding of coastal and marine ecosystems, namely: (1) *Coastal Ecology* which concerns the environmental processes of the coastal zone, the biodiversity and ecology of marine and coastal organisms within, and the interaction of these species with the environment; (2) *Aquatic Health* which links physical, chemical and biological factors to the health of marine and coastal organisms and ecosystems as well as to humans who use these marine resources; (3) *Fisheries & Fisheries Oceanography* which addresses sustainability, conservation and an understanding of the ecology of exploited, managed and protected species and the habitats on which they rely; and (4) *Marine Aquaculture* which seeks to promote rearing of marine and coastal organisms in controlled environments for economic gain and for ecological restoration or replenishment. The Division has developed a priority listing of disciplines for new hires. Carbon and carbonate chemistry, microbial ecology, invertebrate fisheries, hydrology, and fish ecology were addressed by hires over the past several years. Over the next five years, GCRL will continue to provide support to COA to enhance its ability to perform the research necessary to be competitive in today's academic environment and to provide undergraduate educational opportunities for Mississippi students through the Marine Biology degree-granting undergraduate program at USM. In conjunction with the Marine Education Center, GCRL will continue enhancement of the Summer Field Program, which has operated continuously since 1947, bringing field educational opportunities to undergraduates from more than 30 states and 70 academic institutions. Increased enrollment and expansion of offerings in the summer term, as well as in intersessions, will continue to be academic priorities.

The Thad Cochran Marine Aquaculture Center (TCMAC) conducts interdisciplinary research, training, and technology transfer to enable the successful and responsible development of marine aquaculture for purposes of seafood production, stock enhancement, and to support the blue economy. Target species presently include red snapper, eastern oyster, spotted seatrout, and bait fish species. Since 2015, significant advances have been made in the culture of oyster larvae in an artificial seawater recirculating system, and this research continues in support of State restoration efforts. Through Federal and State support, a new state-of-the-art Oyster Aquaculture and Research facility at the Cedar Point site is currently under construction and expected to be completed and available to support restoration efforts in Fall 2026. Over the next five years, TCMAC will continue to develop collaborative efforts with state and federal agencies as well as other Mississippi universities and the private sector to accelerate development of aquaculture in coastal Mississippi. TCMAC will continue to develop learning centers and outreach programs to transfer those technologies to the public sector in order to provide alternative career opportunities to those displaced from traditional careers such as shrimping and related domestic fishing activities.

The Marine Education Center (MEC) is the outreach and service arm of GCRL, with the mission of “connecting people to coastal sciences and research.” Through its programs, the MEC translates

the relevance of coastal sciences research to the public by conducting field- and classroom-based programs with highly qualified faculty, staff, and students. By focusing on the Gulf ecosystem and issues related to its sustained health, the MEC provides a voice for USM and the GCRL. The MEC offers innovative field-based educational programs targeted at undergraduates, primary and secondary level students, teachers, and the community at large. The MEC executes programs for all ages, from “K through gray”. Construction of the new MEC complex funded by FEMA and MDMR was completed on the Cedar Point site in late 2017. This new complex serves as a nationally recognized example of how to employ sustainable, green, and effective coastal building techniques in harmony with the coastal environment in which it is located. These facilities, which include administrative, conference and classroom space, house programs which increase visitors’ understanding of how coastal sciences and research enhance the quality of their lives and promote sustainability by improving the knowledge base used to make responsible decisions concerning coastal resources. This complex has received many regional and national awards for its sustainable, green, and effective coastal building techniques.

The Center for Fisheries Research and Development (CFRD) conducts scientific research in support of and in conjunction with state and federal resource management agencies to evaluate the status of exploited fishery stocks and the species and habitats associated with them. CFRD’s mission of promoting sustainable and productive fisheries and associated ecosystems is enhanced through its collaborations with COA faculty and other GCRL scientists, which furthers GCRL’s commitment to academic excellence and public education. CFRD scientists are active participants on state, regional, national, and international committees and advisory boards. Researchers in CFRD directly support state fisheries management decisions by serving on the Mississippi Stock Assessment Panel, a USM-DMR joint panel established by an MOU in 2013 which collaborates with the State’s Commission on Marine Resources. During the next five years, CFRD will continue to expand its collaborative research efforts with internal, state, federal and multi-national partners to investigate the status of exploited stocks and to define the ecological conditions associated with those fisheries. In 2013, the National Science Foundation established an Industry & University Cooperative Research Center at GCRL. The Science Center for Marine Fisheries (SCeMFiS), is the first marine Industry-University Cooperative Research Center with USM serving as the primary site. Combined with the Mississippi Stock Assessment Panel, SCeMFiS continues to further establish GCRL’s commitment to improving state and federal assessments and related fisheries data collection programs. This commitment will be an important growth component of CFRD over the next five years to further advance the resource assessment skills available to the state and regional federal agencies.

Research Growth Opportunities

The GCRL has historically assisted the seafood industries and local, regional, and state agencies in providing research findings to those entities to answer questions regarding industrial and coastal development. Plans for the next five years call for improving delivery of these services to the agencies and individuals who need them through COA and GCRL’s three centers – TCMAC, CFRD, and the MEC.

Opportunities for expanded research programs also exist as part of the RESTORE process associated with the BP oil disaster of 2010 and through increasing funds available through GOMESA and other funding buckets such as the Gulf Coast Restoration Fund. Faculty and staff continue to work with the federal and State trustees on restoration projects, investigatory grants, and planning activities. GCRL is coordinating with other USM groups to implement environmental

restoration research, ecotourism, and economic development projects of interest to the State. The funding for such projects is being provided through the RESTORE Act, the National Academy of Sciences, and the National Fish and Wildlife Foundation (NFWF). Additionally, GCRL faculty, staff, and investigators administer and are active participants in the Mississippi-Based RESTORE Act Center of Excellence (MBRACE), Mississippi's designated Center of Excellence since 2016, which is hub for innovative and collaborative research, with USM as the lead agency and the program's administrative office based at GCRL. The research programs funded through MBRACE are focused on oyster reefs sustainability and water quality. In 2023 MBRACE was re-designated as the State of Mississippi's Center of Excellence for a further 5 years. In 2028, MBRACE will again re-apply for continuing designation.

Collectively, the expanded programs that the GCRL envisions over the next five years will require an increase in funding. COA faculty and Center staff continue to collaborate internally and with other USM faculty through USM's other coastal research units and School of Ocean Science and Engineering to develop strategies for expansion of research activities. This expansion will ensure that USM and GCRL will retain their leadership position in the field of marine and coastal sciences nationally and internationally.

GCRL-Based Support Infrastructure

Research Vessels - The vessel fleet at GCRL provides a critical platform for research and academic activities. The newest vessel, the *R/V Jim Franks*, was christened in early 2016 and serves as the workhorse coastal vessel supporting research and undergraduate/graduate teaching. It began supporting institutional and externally funded education and research activities in March 2016, at which time the outdated vessel it replaced, the *R/V Tom McIlwain*, was retired from service. The 97-foot *R/V Tommy Munro* comprises the remainder of the GCRL-based large vessel fleet, and numerous trailerable vessels are on inventory to support nearer-shore activities of the GCRL units. The *R/V Tommy Munro* is nearing the end of its operational life resulting from increasing frequency of high-cost maintenance issues and will need replacement in the coming years. Continued maintenance issues with the 38-foot *R/V Hermes* unfortunately required it to be removed from service; the vessel, christened in 1955, far exceeded its expected operational life, and through partnership with Mississippi Gulf Fishing Banks, was transformed into an artificial reef approximately 15 miles south of Horn Island. The *R/V Hermes* may be replaced with a modern, dependable vessel in the future as finances allow. In late March 2015, the IHL Board approved the purchase of the *R/V Point Sur*. This vessel offers USM's coastal units education and research opportunities that were previously unavailable because of a lack of an operating oceanographic research vessel of this class. USM investigators and students are actively engaged with other major research universities from across the country who access GCRL's large research vessels, thereby continuing to raise the national profile of USM research and education initiatives.

Facilities & Maintenance - As previously described, GCRL operates two sites in Ocean Springs (the Halstead and Cedar Point sites) along with the Point Cadet Teaching Site in Biloxi. The Halstead site comprises 16 primary structures encompassing approximately 110,000 square feet, and the Cedar Point site comprises 25 primary structures encompassing roughly 144,000 square feet, including the Toxicology Building and the Marine Education Center that were completed in 2017. Together, these two sites carry a current replacement value of approximately \$82.4 million. GCRL is also completing construction of a new oyster aquaculture and research facility (IHL 210-248) at the Cedar Point site to support State oyster restoration priorities, with completion anticipated in Fall 2026; this facility will add new building and utility systems to the maintenance

portfolio when it comes online.

GCRL's capital renewal needs are now assessed through element-level facility condition assessment (FCA) data maintained in the University's SLAM/CAP capital asset planning system and reported through the Coastal Operations Facilities KPI Dashboard. This data-driven approach replaces the periodic external building reviews relied upon previously and allows GCRL to track deferred renewal, facility condition, and capital reinvestment by site and by building system on a continuous basis. GCRL has operated a preventive maintenance program since 2018 and completed 3,218 PM work orders in 2025; following a recent migration to the Atom computerized maintenance management system, a revamped preventive maintenance program is being established in the new system to extend asset life and slow the accumulation of deferred renewal. Due to funding limitations, current annual capital reinvestment at GCRL remains well below the APPA-recommended benchmark of 1.5–2.0% of replacement value, which constrains the program's ability to keep pace with aging systems.

Based on current FCA data, GCRL carries a Facility Condition Index of approximately 10.4% — above the 10% threshold that signals a significant capital intervention need, and more than double the 5% ceiling for a portfolio in good condition — equating to roughly \$8.6 million in deferred capital renewal, concentrated in mechanical (HVAC), roofing, and electrical and plumbing systems. To begin addressing this need, GCRL's FY2028 capital request includes \$2.4 million in repairs and renovations for mechanical, electrical, plumbing, and roofing renewal at the Halstead and Cedar Point sites, and \$650,000 to replace four deteriorated "Katrina Cottage" short-term housing units on a one-for-one basis. Sustained, dedicated funding remains critical to stop the growth of deferred capital renewal and preserve the research and academic infrastructure on which GCRL depends.

As a result of the diverse array of research and academic programs and offerings based at GCRL, there is a need for availability of a variety of vehicles to support logistics for scientific research activities (including trailering boats), student transportation for field programs and courses, and routine business travel. Vehicle fleet management has been an ongoing priority, and significant steps continue to be made to upgrade the fleet. Financial constraints do not allow for a comprehensive overhaul, but a plan is in place to revitalize the fleet to ensure continued compliance with State and IHL guidelines.

Operational Support - GCRL operates under line-item funding from the State Legislature plus funds raised through grants and contracts and on-site educational programs. This circumstance offers both opportunities and constraints. In FY16, GCRL received a significant increase to its general fund budget allocation, but this increase effectively only brought funding to a level consistent with its FY85 base appropriation adjusted for annual inflationary effects; that FY85 funding allocation was also applicable only for operations at the Halstead site, as the Cedar Point site did not evolve until the mid-1990s. As such, operations at GCRL's sites continue to be underfunded through State appropriations and require significant investment from indirect funds generated through external grants, which subsequently undermines enhancement of academic and research programs. Recent funding increases by the State Legislature have, however, mitigated some of the operational crises facing GCRL.

Financial planning for future operations is focused on maximizing efficiencies and coordination among the GCRL-based units and across USM campuses, in addition to expansion of the GCRL research portfolio to maximize F&A return to cover increasing expenditures associated with new

facilities coming online, continued deferred maintenance needs, research and academic support, and increasing insurance costs. Additionally, GCRL's coastal location and research dependency on vessels and shore infrastructure make its sites sensitive to unanticipated catastrophic costs that are not reflected in yearly budget projections. As such, a contingency account above and beyond the annual operating budget is maintained to assure rapid response to catastrophic events that would otherwise compromise research and academic commitments. While necessary and emphasizing that proactive measures to reduce risk are continually being investigated and implemented, this requirement can limit flexibility to expand educational offerings and enhance research infrastructure.

In summary, coastal and marine sciences, including the emphasis on applied research and development at GCRL, are the foundation for a signature program of The University of Southern Mississippi. Through the University's Coastal Operation realignment and the School of Ocean Science and Engineering, the research and academic units housed at GCRL, together with the Division of Marine Science at Stennis Space Center, the Marine Research Center and Roger F. Wicker Center for Ocean Enterprise at the Port of Gulfport, are the major contributors to the University's recognition as a premier marine sciences program in the Gulf. Strategic planning to support the positive growth trajectory of GCRL and the University continues at the GCRL academic, research, and administrative levels to maximize investments by the State and increase extramural funding levels in support of research, education, and service.

5. External/Internal Assessment

- Limitations on performance are financial and structural.
- GCRL Physical Plant staffing is well below average for an institution of its size.
- GCRL facilities are old and aging, with limited financial ability to investment in repair and renovation over the previous two decades.
- Key maintenance schedules and equipment replacement schedules will require sufficient funding for infrastructure maintenance and efficiency improvement.
- Operational funding through the State has not increased in parallel with the expansion of GCRL facilities and core programs, particularly at Cedar Point, and will lag farther behind with the addition of the upcoming completion of the oyster aquaculture and research facility.
- GCRL overnight lodging can no longer accommodate growth of educational programs and thus represents an impediment to expansion.
- Funding for faculty, research, and support staff limits GCRL's ability to address key science issues and address key economic opportunities in marine-related businesses of fisheries, aquaculture, habitat restoration, and nature-based tourism.
- GCRL shore-based vessel-support capacity at Point Cadet limits expansion of at-sea ship-support capability. Removal of the *R/V Hermes* from the fleet as a result of its age and associated continued high maintenance costs limits field-based offerings until a replacement vessel can be acquired, and the impending retirement of the *R/V Tommy Munro* will have a dramatic impact on capabilities.
- While advances have been made to upgrade transportation inventory, an aging vehicular fleet

still limits GCRL's ability to support research and education programs.

5.1. Internal Management Systems Used to Evaluate Agency's Performance

- Routine (minimally quarterly) review of functions run on a self-supporting basis; e.g., overnight lodging, dining, vessel rental.
- Monthly evaluation of revenue and expenditures relative to budget goals.
- Yearly review of contingency account status with goals set to maintain sufficient emergency funding in 90% of years.
- Annual review of graduate student performance relative to milestones: committee set-up, prospectus approval, comprehensive exam, and defense.
- Yearly review of faculty accomplishments relative to stated goals.
- Ongoing facility condition assessment (FCA) and capital reinvestment tracking through SLAM/CAP and the Coastal Operations Facilities KPI Dashboard, supporting a documented preventive maintenance plan and prioritized renewal planning.

6. Agency Goals, Objectives, Strategies and Measures by Program

6.1. Agency Goals By Program

Program Name: Instruction

Goal: Educate and train future marine scientists and citizens with an understanding of the coastal, estuarine, and marine environments, their importance, their management, and their societal impacts.

Objectives:

- a. Continue review of School-level undergraduate program opportunities and develop implementation plan through the School of Ocean Science and Engineering.
- b. Increase undergraduate field program offerings.
- c. Increase K-12 field programs with an emphasis on grades 6-12 and student recruitment.
- d. Expand faculty expertise as identified through the COA faculty hiring plan and in support of emerging School of Ocean Science and Engineering priorities.

Strategies:

- a. Increase undergraduate instructional programs, support the USM Marine Biology B.S. program, and expand the Summer Field Program.
- b. Develop additional affiliated institutions of higher learning throughout the U.S. heartland and Gulf Coast.

- c. Expand support for graduate students in the Division of Coastal Sciences.
- d. Expand K-12 field experiences including Shark Fest, Sea Camp, and other field-based activities of 1-5 day durations, with focus on student recruitment.
- e. Replace deteriorating and non-functional lodging at the Halstead site and expand overnight lodging and dining facilities to the Cedar Point site in conjunction with future academic programs.

Performance Measures/Indicators:

PROGRAM OUTPUTS

- 1. Credit hours generated in the Summer Field Program

PROGRAM EFFICIENCIES

- 1. Cost per credit hour

PROGRAM OUTCOMES

- 1. Increase number of graduate students

Program Name: Research

Goal: Provide the best available science supporting basic and applied purposes to: (a) support national and international recognition of GCRL as a leading marine research laboratory, (b) support sustainable management of Mississippi's marine resources, and (c) support economic development consistent with marine-based objectives in coastal Mississippi.

Objectives:

- a. Enhance coordination with the Division of Marine Science through the School of Ocean Science and Engineering.
- b. Provide joint federal/state survey and assessment programs designed to simultaneously provide productive and sustainable fishery stocks.
- c. Provide expertise in all aspects of the culture of targeted finfish, shellfish and salt-tolerant vegetation to support habitat restoration, stock enhancement, and production aquaculture.
- d. Provide expertise in marine and coastal ecology in support of ecological restoration activities and "blue economy" priorities.
- e. Support the safety of Mississippi seafood and the safe use of Mississippi beaches and underwater lands using microbial and toxicological research.
- f. Support management of threatened, endangered, and protected species.
- e. Expand faculty expertise identified through the COA faculty hiring plan and in support of emerging School of Ocean Science and Engineering priorities.

Strategies:

- a. Increase extramural funding to support basic and applied research.
- b. Increase the number of peer-reviewed publications.
- c. Upgrade science laboratory space and equipment supporting core research programs.
- d. Address critical deferred maintenance needs at GCRL sites.
- e. Maintain increase in returned F&A into science infrastructure.

Performance Measures/Indicators:

PROGRAM OUTPUTS

1. Number of projects funded
2. Total funding awarded

PROGRAM EFFICIENCIES

1. COA General Fund expenditures per number of funded projects

PROGRAM OUTCOMES

1. Increase number of projects funded
2. Increase dollar amount of funded projects

Program Name: Public Service

Goal: Support economic development through the transfer of technology to the seafood and other saltwater-dependent industries, through the application of academic expertise to resolving conflicts between development and sustainable ecology, and through the targeted training of the workforce.

Objectives:

- a. Utilize a robust outreach program to transfer expertise and science products to the private and public sectors.
- b. Continue to build a foundation for economic development through applied research and workforce education.
- c. Support and promote sustainable management of marine and coastal resources, thereby incentivizing economic development compatible with maintaining environmental health and the safety of seafood products.

Strategies:

- a. Using the Mississippi Stock Assessment Panel and IUCRC SCeMFiS programs, expand outreach to the recreational and commercial fishing industries and their associated management agencies.
- b. Expand classroom teaching and workshop training to aid in developing skills to

teach the marine and coastal sciences in the educational system of Mississippi.

- c. Provide opportunities for faculty, research staff and graduate students to interact with the public to interpret the value of their research.
- d. Develop new technology transfer programs for production aquaculture, focusing on oysters, shrimp, and finfish.
- e. Implement a nature-based tourism program to develop this option for tourism in coastal Mississippi.
- f. Implement a resource management database to facilitate permitting by providing comprehensive information on threatened, endangered, and protected species.
- g. Implement a best management practices laboratory to proactively improve seafood safety.
- h. Implement a best management practices program to promote successful coastal restoration programs.

Performance Measures/Indicators:

PROGRAM OUTPUTS

1. Participants in Marine Education Center programs

PROGRAM EFFICIENCIES

1. Cost per visitor to Marine Education Center

PROGRAM OUTCOMES

1. Increase attendance at the Marine Education Center

Program Name: Academic Support

Goal: Improve student and faculty access and use of accurate and reliable information through improved technology, robust collections, and inviting virtual and physical environments

Objectives:

1. Reach more students and faculty through library instruction and consultation
2. Improve accessibility to scholarly information for research and teaching

Strategies:

1. Increase information literacy instruction across GCRL
2. Strengthen library collections strategically in all formats
3. Improve library website to be more intuitive and inviting
4. Improve library spaces to be more attractive and inviting

Performance Measures/Indicators:

PROGRAM OUTPUTS

1. Library acquisitions
2. Number of library patrons

PROGRAM EFFICIENCIES

1. Average cost of library acquisitions

PROGRAM OUTCOMES

1. Increase number of library acquisitions
2. Increase number of library patrons

Program Name: Institutional Support

Goal: Enhance effectiveness of institutional management and decision processes in acquisition and usage of GCRL resources.

Objectives:

- a. Improve strategic planning, resource allocation and decision support processes.
- b. Maximize efficiency of management processes.

Strategies:

- a. Increase staff expertise supporting strategic planning, budgeting, financial management, and procurement processes.
- b. Improve academic and technology resources supporting GCRL management processes.

Performance Measures/Indicators:

PROGRAM OUTPUTS

1. Total number of administrative support staff
2. Annual investment in improved resources

PROGRAM EFFICIENCIES

1. Funding allocated to administrative support relative to funds generated from tuition, extramural grant funding, and program offerings

PROGRAM OUTCOMES

1. Increase number of administrative support positions
2. Maintain or reduce the ratio of administrative support funding to funds generated from tuition, grants, and programs.

Program Name: Operations and Maintenance

Goal: Provide world-class working conditions for research and education.

Objectives:

- a. Increase GCRL Physical Plant work force.
- b. Continue renovations to facilities and other infrastructure support research and

education.

- c. Continue and build on GCRL's preventive maintenance program that was established in 2018 and is now being revamped in the Atom CMMS to maximize the duration of equipment and infrastructure functionality and lifespan, thereby limiting impacts on academic and research programs.
- d. Upgrade the GCRL research vessel fleet and associated sampling capabilities.

Strategies:

- a. Continue to coordinate with Physical Plant administrative staff on the Hattiesburg and Gulf Park campuses to maximize efficiencies across campuses and sites and prioritize specific work force and maintenance needs for the GCRL sites.
- b. Address critical deferred maintenance needs for GCRL facilities, using element-level facility condition assessment (FCA) data maintained in SLAM/CAP, together with the GCRL Site Master Plan (2025), as the guidance for long-term planning and prioritization.
- c. Continue to update financial analyses to integrate the increase in insurance and utilities costs for the Toxicology Building and Marine Education Center at Cedar Point; assess the logistical and financial practicality of retaining ageing buildings which lie at lower elevations at the Halstead Site.
- d. Expand overnight lodging and dining facilities to the Cedar Point site in conjunction with future MEC programs.
- e. Upgrade the GCRL vehicular fleet through the purchase of minimally one vehicle per year.

Performance Measures/Indicators:

PROGRAM OUTPUTS

- 1. Number of buildings
- 2. Work orders processed

PROGRAM EFFICIENCIES

- 1. Physical Plant staff per building

PROGRAM OUTCOMES

- 1. Total core acres maintained

The University of Southern Mississippi

**Mississippi Polymer Institute
Unit # 271-00**

Five-Year Strategic Plan

Fiscal Years 2028-2032



**THE UNIVERSITY OF
SOUTHERN
MISSISSIPPI®**

**Presented to
Board of Trustees of State Institutions
of Higher Learning
July 2026**

**The University of Southern Mississippi
The Mississippi Polymer Institute (MPI)
Unit # 271-00**

Five-Year Strategic Plan, 2027-2031

1. Comprehensive Mission Statement for the Agency

MPI is a non-profit industrial outreach arm of USM whose mission is to foster technically-oriented business growth that enhances the commercial prosperity of Mississippians. It is our goal to support high-quality job creation and growth by providing diverse technical services and educational outreach to companies, entrepreneurs, start-ups, state/local economic development agencies, schools and communities. We deliver customer value with precision analytical and investigative testing, product development, scale-up, manufacturing troubleshooting, specialized advanced-material workforce training, and educational outreach. This is possible because of our highly-skilled employees, laboratories and equipment at the Mississippi Polymer Institute, and collaboration with the USM School of Polymer Science and Engineering, USM's marine resources, and MS universities and community colleges.

2. Agency Philosophy

We strive to put customer's needs first and provide a respectful and fair environment that assists the entire advanced-material ecosystem. We work to continually improve our capabilities and efficiency without compromising quality. "When our customers are successful, we are successful."

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Economic Development

To develop and foster a state economy that provides the opportunity for productive employment of all Mississippians.

Relevant Benchmarks #1:

Commercial Activity:

- Number of new technology start-ups
- VC investments measured in \$'s and #'s.

Job Growth:

- Number of jobs in MS Development Authority's targeted industries.
- Number of jobs in manufacturing sector
- Number of jobs associated with new technology start-ups

Employment & Income:

- Percent Mississippians employed and average salary at years 1 and 5 after Workforce Training.
- Average pay and total payroll of jobs associated with new technology start-ups.
- Percentage of workers whose family income falls above 150% of federal poverty guidelines.

Statewide Goal #2: Education: Higher Education

To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of Mississippi and its employers, including the creation of new job through the commercialization of university-based research.

Relevant Benchmark #2:

Workforce Development:

- Percentage of students trained through workforce education and training programs customized to meet the needs of local industries who successfully complete the program.

Commercialization of Academic Research:

- Dollar value of research grants and contracts awarded to MS public universities.
- Number of patents obtained by MS public universities in emerging technologies.
- Number of patents obtained by MS public universities in emerging technologies that are commercialized.
- Number of private sector companies created as a result of activities at Mississippi public universities

4. Overview of the 5-Year Strategic Plan

To make larger contributions to Mississippi businesses and enhance the commercial prosperity of Mississippians, our strategic 5-year plan will focus efforts in three areas:

1. **Infrastructure relevancy** to provide market and business-needed solutions to customers; 2. **Technology realization** to collaboratively provide a more efficient and effective process to facilitate sustainable business creation; and 3. **Customer engagement** to increase business contributions.

Infrastructure relevancy: Significant progress on qualification/certification capabilities and technical offerings has been made with federal and congressional appropriations. For the next 5 years, creating scale-up/step-up facilities and building/maintaining expertise are critical.

Underpinning the strategy, MPI will continue to refine technical offerings based on customers' most-requested needs so that they can be more competitive and contribute more to Mississippi's economy. We will also continually improve subject matter, quality, skills, breadth and depth of capabilities.

Strategic focus is on high-growth areas most likely to grow Mississippi's advanced-technology segment: graphene applications, composites, sustainable plastics, and energy technologies. In terms of market segments, aerospace, and specifically *Space*, is a growing area where MS can play a vital role and an area where we will be putting more emphasis, and medical products are an under-pursued area.

Staying relevant is costly. Annual upgrades and maintenance are greater than \$150,000 and competitive wages and staffing at appropriate levels of expertise are our biggest challenges. These must be balanced with current and future business demand.

Commercialization equipment: Pilot (medium)-scale manufacturing capability and product qualification testing are still in high demand and are anticipated to stay that way. To assist companies in this way, we are pursuing a 3-prong strategy: facility expansion, creative facility collaborations, and/or private-public-partnership agreements within the state will be required and pursued.

Staff: The two elements to address in our strategic plan are knowledge/skills development and succession/staffing plan. To pass on advanced capability to Mississippi companies and workers, we must address knowledge and skill gaps. Training and participation at leading-edge organizations and partnering with world renowned and market leading entities has been successful for us and will be a core activity that continues. Robust succession plans and cross-training become more critical every year and involve identifying highly creative, cost-effective solutions. Strategic transition from 'Lean' to 'Resilient' staffing is challenging but necessary to minimize potentially negative customer (and MS economic) impact. This means periodic hiring to diminish attrition wave impact, hiring for crossover skills, and utilizing available grants where possible.

Technology realization: MPI collaboratively has created a formal 'entrepreneurial track' process for technology-based innovation and has added staff (enabled through the InnovateMS grant). We will continue efforts to grow of our annual Pitch Event and ecosystem activities as part of the InnovateMS CoBuilders™ and SBDC business accelerator programs. As we grow participation, we are faced with two challenges: competing with established and well-backed out-of-state entrepreneur programs and incorporating vital, high-quality ancillary resources for startups, i.e. legal, financial, and revenue building marketing communications.

MPI will address these challenges by continuing to combine their unique capabilities with those of other groups such as USM's School of Economic Development and Office of Technology/Innovation Development, outside agencies SCORE.org, SBDC, the Area Development Partnership, Gulf Blue, Innovate MS, MDA, regional innovation accelerators, and private organizations to spawn local and sustainable material-based businesses. Collaborations such as these are vital to growing the start-up community within the state and reaching the tipping point for attracting high quality investors and startups that will ultimately create an entrepreneur destination within the state.

Customer engagement: Adding technical staff with customer-facing skills has dramatically improved customer reach and will continue, as will actively participating at external events where our target customers circulate. Strategically, we will gain engagement by providing helpful and practical information to our customers, we will gather and act on customer feedback, and we will provide predominantly human communication. Social media outlets will be tested and optimized if deemed productive.

5. External/Internal Assessment

5.1. External and Internal Factors that influence targeted performance goals

- Significant changes in the number of Mississippi-based advanced-material entrepreneurs, start-ups, and companies directly impact the need for in-state technical services and workforce training. Drivers include the following:
 - a. State of the Economy/Nation. Changes dramatically impact business volume at all segments and levels. Supply chain issues and dramatically rising costs are prime examples that continue to plague progress.
 - b. State business incentives (entrepreneur, small, and medium).
 - c. Increased state support to Emergency Response, Renewable Energy and Renewable Materials provides significant opportunity for a wide variety of advanced-material businesses and leverage Mississippi's strengths in agriculture, construction, forestry, medical, space, and marine industries.
 - d. Import/Export restrictions and regulations dramatically impact regional market growth rates in energy efficient consumer and construction goods, health care, national security, and transportation.
 - e. Site-attractiveness
 - f. Innovation culture and progress can be significantly increased with efficient, supportive state and federal policies and procedures.
 - g. Company-driven demand for more efficient and sustainable materials and manufacturing processes provide growth opportunity.
 - h. Explosive growth of privatized space industry and thus demand for advanced materials.
- Significant shifts-in and hybridization-of production technology (3D printing, automation, polymer processing, AI, VR) create financial barriers to entry and limit customer-pool as well as workforce training opportunities.
- In operating as a non-profit, State funding is crucial and the level directly relates to MPI's output by affecting the ability to attract and retain qualified employees, obtain relevant equipment, and create appropriate programs to make Mississippi companies more competitive.

5.2. Internal Management Systems Used to Evaluate Agency's Performance

The director of MPI, which reports to the USM VP of Research, oversees and is responsible for performance. Performance is assessed 5 ways: 1. Monthly MPI-internal business metric reviews, 2. IHL/LBO metrics reported annually, 3. MMA-MEP metrics monthly and quarterly, 4. The National ISO 17025 Accreditation for testing and calibration laboratories which requires third-party audits and documented self-assessments, customer feedback, and action plans to ensure Quality and Continual Improvement of the Institute's services to satisfy the needs of industrial clients, and 5. Federal grant requirements with progress reports.

6. Agency Goals, Objectives, Strategies, and Measures by Program for FY 2024 through FY 2028

Program Name: Research > The Mississippi Polymer Institute (MPI).

A. Agency Goal: To support high-quality job creation and growth in Mississippi by providing technically focused support services to Mississippi companies and individuals.

1.A.1. Objective 1. To make a larger contribution to Mississippi businesses

Program Outcome: To make a positive contribution to our clients' efforts, reported via client feedback surveys.

1.A.2. Strategy: Build a customer-driven infrastructure, facilitate technology-based business creation, and improve customer engagement.

1.A.3. Output 1. Sum of # of client interactions + workforce trainees

1.A.4. Output 2. Benefit of Customer Impact

1.A.5. Output 3. Benefit of MPI Contract Revenue

1.A.6. Output 4. Other Benefits, \$ (donations, research contracts, grants, local business investments, new company valuations, royalties, etc.)

1.A.7. Efficiency: % Return on Investment (ROI) = (Total Benefit) / (MPI infrastructure cost)

The University of Southern Mississippi

**Center of Higher Learning
John C. Stennis Space Center
Unit # 273-00**

Five-Year Strategic Plan

Fiscal Years 2028-2032



**Presented to
Board of Trustees of State Institutions
of Higher Learning
July 2026**

**The University of Southern Mississippi
Center of Higher Learning
Stennis Space Center
Unit # 273-00**

Five-Year Strategic Plan, 2028-2032

1. Agency Mission Statement

The Center of Higher Learning (CHL), located at the John C. Stennis Space Center (SSC), is a consortium of universities and a community college (the University of Southern Mississippi, Mississippi State University, the University of New Orleans, and Pearl River Community College) that coordinates and facilitates graduate and undergraduate education and technical training opportunities for the commercial and federal agencies located at Stennis Space Center.

These educational offerings serve the needs of the employees of the agencies and residents of the surrounding communities as they pursue academic degrees and/or professional improvement. To this end, the Center of Higher Learning's first and foremost mission is to provide education & training incentives and opportunities for resident agencies.

2. Statement of Agency Philosophy

The Center of Higher Learning is committed to providing convenient, affordable, and relevant academic classes and training programs that facilitate the various missions of the Agencies of the NASA / John C. Stennis Space Center. The philosophy of the Center of Higher Learning is to work closely with each Stennis agency, determine their academic and training requirements, and to work with our academic and training partners to deliver courses in a timely and convenient manner. CHL will leverage state funding to provide support to our consortium schools to deliver required academic services at Stennis.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1: Economic Development – *To develop a robust state economy that provides the opportunity for productive employment for all Mississippians.*

The Center of Higher Learning serves as an economic catalyst by providing incentives for agencies and employees to locate to and remain at the NASA / John C. Stennis Space Center.

Benchmarks

- a. Net job growth at the John C. Stennis Space Center

Statewide Goal #2: Higher Education – *To make available an accessible, quality public higher education at an affordable cost that prepares Mississippians to become productive, financially self-sufficient members of society while meeting the human resource needs of*

Mississippians and its employers, including the creation of new jobs through the commercialization of university-based research.

The Center of Higher Learning's overall mission is to offer a wide variety of academic classes and complete degree programs at the NASA / John C. Stennis Space Center through our consortium schools and universities (the University of Southern Mississippi, Mississippi State University, the University of New Orleans, and Pearl River Community College).

Benchmarks

- a. Total state expenditures per student
- b. Number of graduate degrees awarded

4. Overview of the Agency 5-Year Strategic Plan

The overriding goal of the Center of Higher Learning is to facilitate the growth of graduate and undergraduate programs through participating universities while focusing on the education and training requirements of the agencies at the Stennis Space Center. The Center of Higher Learning plans to enhance their educational program through investments in advanced technology, faculty support, and by increasing the amount and quality of non-academic short-term training programs.

A related goal is to enhance the capabilities of Stennis organizations by establishing partnerships with state agencies and other organizations to facilitate mutually supportive program development.

The Center for Higher Learning provides support and coordinates graduate and undergraduate education, applied technology, and public service in the areas of marine science, computer science, geospatial science, engineering, physics, and business through our participating universities. Over the course of the next five years our strategy is to continue to enhance and grow our academic programs while keeping the cost of education as affordable as possible while dealing with ever-increasing operational costs and tenant fees at Stennis.

5. External/Internal Assessment

The Center of Higher Learning faces several challenges in performing its mission:

- a. Operational costs charged by NASA continue to increase yearly and continue to comprise the majority of CHL's state budget. CHL must be very judicious with the allocation of our resources to ensure that we are able to meet our objectives within our budget.
- b. An increased security posture at the Stennis Space Center has made attracting foreign national students to our academic programs more challenging, especially with regard to the Hydrographic Science program within the University of Southern Mississippi's Division of Marine Science.

5. (A) Internal Management Systems Used to Evaluate Agency's Performance

The Director of the Center of Higher Learning reports to the Senior Associate Vice-Provost for Coastal Operations of the University of Southern Mississippi. CHL is also governed by the Stennis Space Center Policy Board on Higher Education, which is comprised of senior Stennis Space Center personnel; the Policy Board meets yearly and provides broad guidance to CHL as well as providing input to decisions on academic and training programs. The Policy Board is chaired by a Board member appointed by the Center Director of Stennis Space Center.

Additionally, CHL meets and interacts regularly with the Agency Training Officers at Stennis who provide Agency requirements and training objectives to CHL for program development.

6. Agency Goals, Objectives, Strategies, and Measures By Program

Program Name: Instruction

Goal A: Offer a wide variety of academic classes and complete degree programs at the NASA / John C. Stennis Space Center through the CHL academic consortium.

Objective A.1.: Develop and distribute an academic class schedule each academic semester of the year. Class schedule should include academic class offerings from each of the four (4) CHL academic partners and should include classes in a wide variety of subjects of interest to the Stennis community.

Performance Measures:

OUTPUTS

1. Number of SSC Employees
2. Number of Graduate Degrees
3. Number of Undergraduate Degrees
4. Number of Enrollees: Summer
5. Number of Enrollees: Fall
6. Number of Enrollees: Spring

PROGRAM EFFICIENCIES

1. Cost per total employee
2. Cost per enrollee as SSC average Fall and Spring

PROGRAM OUTCOMES

1. Provide Graduate Degree Programs
2. Number of SSC Employees to be served

Objective A.2.: Update CHL website each semester to include CHL academic class schedule and new / current training courses.

Output: Accurate and updated website

Goal B: Offer short-term, non-academic workforce development courses that meet Stennis agency needs and requirements.

Objective B.1.: Develop and offer numerous short-term, non-academic classes of interest to the SSC community.

Output: Number of training classes offered at Stennis

Objective B.2.: Update CHL website to include each new CHL training course.

Output: Accurate and updated website

Goal C: Expand awareness of CHL course offerings and workforce development training classes.

Objective C.1.: Develop and distribute academic class schedules and training fliers to SSC agencies and organizations.

Output: Number of academic class schedules and training fliers distributed each semester

Objective C.2.: Maintain the CHL kiosk with appropriate fliers and schedules

Output: Accurate and update information in the kiosk

Objective C.3.: Regularly update CHL website to include the latest academic class schedules and training course information and fliers.

Output: Accurate and updated website

Goal D: Determine customer requirements for academic and training classes on a continual basis.

Objective D.1.: Conduct annual customer survey. Distribute an “Education & Training” survey to each Stennis Space Center employee each year.

Output: Number of questionnaires distributed at Stennis each year

Objective D.2.: Conduct annual Training Officer meetings with agency training representatives.

Output: Number of Training Officer meetings held each year

Goal E: Contribute to the well-being of the Stennis Space Center by participating in community meetings/activities.

Objective E.1.: Attend regular meetings of the Stennis Space Center Executive Council.

Output: Number of SSC Executive Meetings attended

Objective E.2.: Participate in various SSC activities and events, such as ribbon-cuttings and community events.

Output: Number of SSC community events attended