

**Missouri Association of Faculty Senates (MAFS)
Strategic Action Plan (STRAP Plan)**

Blue Print: GOAL		Blue Print: STRATEGIC ACTIONS	MAFS STRATEGIC ACTIONS
SO#1: Attainment			
BP- Missouri will increase the proportion of working-age adults with high-quality, affordable postsecondary credentials to 60 percent by 2025.	1:1	Implement new policies and initiatives that help all students earn a degree or certificate in less time and at less cost, while enabling graduates to enter the workforce sooner.	M 1:1 - Document and share the reduction of barriers in policies and procedures for on time completion. Such as advising and other methods.
	1:2	Establish a competitive grant program to help institutions transition to proven completion strategies that can assist Missouri in achieving its Big Goal for Higher Education.	M 1:2 - Publish, document and disseminate results of grant programs focused on completion strategies.
	1:3	Raise the postsecondary education participation rates of traditional students.	M 1:3 - Document and share practices and initiatives for student recruitment, retention, and completion.
	1:4	Seek participation in flexible educational programs by adult students, including veterans; individuals seeking new job skills; and those with some college but no degree	M 1:4 - Document and share flexible support systems and learning options such as online, evening, hybrid options and collaboration and course sharing for non-traditional students.
	1:5	Reduce disparities for students and faculty at Missouri's colleges and universities.	M 1:5 - Document and share initiatives and practices related to the success of diverse students and faculty.
	1:6	Encourage increased collaboration between education and business partners to provide students more opportunities for career exploration that will lead to improved completion and placement rates.	M 1:6 -1 - Document and share applied learning opportunities between higher education institutions, businesses, and professional organizations (such as internships, conferences, etc.)

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SO # 2: Affordability			
BP - Missouri will rank among the 10 most affordable states in which to obtain a postsecondary degree or certificate by 2025.	2:1	Convene a new state student financial aid task force to make recommendations for making the system more balanced, responsive and in the use of state funds devoted to financial aid. The task force should include representation from the governor, the Missouri General Assembly, all postsecondary education sectors and the Department of Higher Education.	M 2:1 Document and share feedback with the task force related to students' costs and expenses.
	2:2	Form a robust state-level work-study program designed to provide real-world job experience and promote skill development, including “essential skills” that are highly sought after in the workplace and in life.	M 2:2 Implement such work-study initiatives as state level program evolves.
	2:3	Study the establishment of an “emergency aid” program for students experiencing sudden and unforeseen issues with financing costs beyond tuition and fees that threaten their ability to stay in school. Adopt best practices for establishing such programs at the institutional level.	M 2:3 Document and share initiatives and practices that provide emergency aid to students. (Food pantry, financial donations, extra hours tutoring, alumni and foundation student support, etc.)
	2:4	Establish a Higher Education Trust Fund to create a stable, dedicated mechanism for making earlier student financial aid decisions consistent with the cycle of applications, acceptance letters college and financial aid award announcements. The trust fund would enable the governor and the Missouri General Assembly to set aside appropriated funds on a fiscal schedule that would make the financial aid award programs more efficient and predictable for students and families.	M 2:4 Document faculty cooperation of student recruitment and advising.
	2:5	Implement a web-based student portal that will serve as a one-stop shop for information about higher education, including applications, FAFSA state student aid eligibility, transfer policies, rules, reverse transfer, transfer course library, and other information to help students plan for higher education and complete a degree in less time and at less cost.	M 2:5 Document support of initiatives and practices that educate students and families regarding the financial aid policies, timelines, transfer advising, etc.
	2:6	Support initiatives to fund public higher education sufficiently to move “per full-time-equivalent student” funding to the national average.	M 2:6 Document support of initiatives and practices to improve higher education funding.
	2:7	Enlist private sector support to develop a public information campaign that emphasizes the necessary role families play in financing the cost of postsecondary education for their children. The campaign should highlight the tools available to assist them in meeting that challenge, including MOST (Missouri’s 529 savings program), financial literacy programs and available sources of student financial assistance.	M 2:7 Document and share initiatives and practices that assist families in student completion in a timely and affordable manner.
	2:8	Recommend best practices for streamlining and/ or combining common institutional functions across multiple public institutions in such areas as purchasing, human resources and IT systems, and develop a mechanism to highlight institutional progress in improving efficiencies.	M 2:8 Document and share initiatives and practices that encourage collaboration of faculty and administration in reviewing, designing, and implementing policies and procedures that promote efficiency and effectiveness.

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SO #3: Quality			
BP - Missouri will produce graduates with high-quality postsecondary degrees and certificates that are valuable and relevant to individuals, employers, communities and the state.	3:1	Encourage strong business-education partnerships to increase opportunities for students to engage in more individualized or “hands-on” learning experiences, such as unpaid and paid internships with business and industry, faculty-directed research, young entrepreneurship programs, service-learning and study abroad experiences.	M 3:1 Document and share initiatives and practices that encourage faculty to include teaching methods such as service learning, high impact applied learning experiences, internships, study abroad, etc.
	3:2	Pursue establishment of a statewide quasi-independent non-profit P-20 council to align public policies and partners, collaborate with regional P-20 partnerships and inform key advocates of a seamless and functional system of education, consistent with the intent of Section 160.800, RSMo.	M 3:2 Support the appointment of MAFS representatives on this committee.
	3:3	Support appointment of a blue-ribbon third-party panel to review Missouri’s postsecondary education system — including governance and regulatory structures, efficiency, missions, adequacy of funding, selectivity policy — to assess how effectively the system is meeting the needs of stakeholders and make recommendations as appropriate.	M 3:3 Support the appointment of MAFS representatives on this committee.
	3:4	Encourage colleges and universities to enable faculty to achieve success in learning outcomes by maintaining the appropriate balance between full-time and contingent faculty and providing all faculty with appropriate professional development, expanded learning support and updated teaching resources, including technical support.	M 3:4-1 - Document and share initiatives and barriers related to professional development of faculty.
			M 3:4-2 - Document and share data related to tenure track and contingent faculty proportions.
	3:5	Support collaboration between the Missouri Department of Higher Education and colleges and universities to achieve higher levels of student learning outcomes through better assessment and more extensive use of assessment results. The ground work for this has been laid through Multistate Collaborative to Assess Student Learning Outcomes (MSC) initiative and the English Pilot Project (EPP).	M 3:5-1 - Documents and share efforts to assess learning outcomes and respond to the results. M3:5-2 - Coordinate the collection of faculty Strategic Action Plan (STRAP) outcomes across MAFS membership institutions and provide an annual report for MDHE of results.
	3:6	Participate in a comprehensive review of Missouri’s current system of career and technical education to affirm strengths and identify areas to improve efficiency and effectiveness. Review participants should include at a minimum the state departments of elementary and secondary education, higher education and economic development; public school districts; community colleges; and the state technical college.	M 3:6 Support the appointment of MAFS representatives to the committee.

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SO#4: Research & Innovation			
BP - Missouri will be a top 10 state for investment in academic research by 2025.	4:1	Foster an entrepreneurship culture by encouraging the integration of entrepreneurial internships, mentorships, community partnerships, projects, collaborative programs and incubators, and interdisciplinary and inter-institutional engagement into conventional academic pathways.	M 4:1 Document and share information on ways faculty are creating opportunities for entrepreneurship.
	4:2	Create a pooled state and private sector matching fund to assist Missouri's colleges and universities in successfully pursuing federally sponsored research grants. A standing matching fund would better enable the state's researchers to "get in the game" when competing with other states for time sensitive research grants.	M 4:2 Document and share information on success and barriers in securing federally funded research grants by faculty.
	4:3	Encourage collaboration between business and university sectors through flexible policies regarding IP ownership, especially IP arising from industry-funded research.	M 4:3 Document and share Intellectual Property policies and practices for faculty in higher education institutions in Missouri.
	4:4	Develop a faculty-led research portal that connects researchers across institutions and departments whose diverse expertise, projects and resources may present opportunities for collaboration and greater access to federal, state, and private-sector research funding.	M 4:4 - Publicize and encourage faculty use of the research portal upon availability.
	4:5	Coordinate statewide training events to help faculty and researchers navigate the process of technological and idea transfer from university laboratories to the marketplace.	M 4:5 - Document and share faculty initiatives related to research incubators and start ups.
	4:6	Encourage incentives and recognition for university faculty and researchers who successfully transition laboratory innovations to publicly available products and services.	M 4:6 - Document and recognize faculty researchers who transition research innovations to publicly available products & services.

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SO#5: Investment, Advocacy & Partnerships			
BP - Missouri will promote greater investment in a culture of postsecondary education through increased advocacy and powerful partnerships with education, business, government and communities.	5:1	Develop powerful partnerships with education, business, government and communities to strengthen the case for a strong system of higher education in Missouri.	M 5:1-0 Document the promotion of the value of higher education to Missouri residents
			M 5:1-1 - Document efforts and barriers in developing strategic relationships with Legislators & Governance Agencies
			M 5:1-2 - Serve as an effective resource to inform legislators on concerns related to higher education
			M 5 1-3 - Document and share current relevant legislation related to higher education.
			M 5:1-4 - Document and share efforts to increase the number of partnerships between universities, businesses, and other institutions to strengthen the higher education system in Missouri.
			M 5:1-5 - Support the creation of and participation in a Scholars Strategy Network.
			M 5: 1-6 - Document and report on the engagement of students in the redesign and maintenance of the MAFS Website
			M 5 1-7 - Document and share initiatives and practices that facilitate partnerships in community, youth and public organizations for promotion of education and continuing education.
	5:2	Incent the private sector to provide broad support for initiatives that offer practical experience, mentoring programs and career advising.	M 5: 2 -1 Document the use of media to promote public awareness of the value of higher education and related issues
			M 5:2-2 Document and share success and barriers related to community engagement and awareness of the value of higher education and related issues through outreach