Missouri S&T Mission:
Missouri S&T integrates education, research and application to create and convey knowledge that serves our state and helps solve the world’s great challenges.

Vision:
Missouri S&T will be the leading public technological research university for discovery, creativity and innovation. We will cultivate curiosity, creativity and confidence in our graduates. We will be the institution of choice for partners around the world seeking a highly qualified, talented and entrepreneurial workforce; innovative research; relevant educational programs, products and services; and technology and ideas to solve the great challenges of our time.

Missouri S&T Strategy Statement:
Missouri S&T will provide by 2020 a top return on investment among public research universities to students, employers, research partners and donors through extraordinary access to renowned expertise, services and experiential learning opportunities.

Values:

Lifelong Success
We add exceptional value. The rewards of the Missouri S&T experience extend far beyond a college education, valued degree or gratifying career.

Creativity
We are innovators. Building a better world demands a creative spark, innovative and entrepreneurial approaches, and curiosity to discover and explore new solutions to the world’s great challenges.

Integrity
We hold ourselves accountable for our actions. We strive to uphold the highest ethical standards, to conduct ourselves with trustworthiness and respect for all of humanity, and to instill in our campus community these same principles.

Sustainability
We live by example. As stewards of the public goodwill, the financial resources entrusted to us, and the environment, we emphasize resilient and sustainable practices in all our endeavors.

Partnerships
We are great partners. We focus on adding value and creating mutually beneficial partnerships.

Inclusion
We are an inclusive, welcoming community. We seek to build a creative learning environment marked by openness, understanding and valuing all people and perspectives.
Missouri S&T Themes:

1. Develop and inspire creative thinkers and leaders for life-long success.
2. Enhance reputation and raise visibility.
3. Achieve sustainable growth to ensure best return on investment.
4. Increase and facilitate meaningful access and interaction with renowned faculty, staff, and services.

Student Affairs Themes:

1. Healthy, engaged students
2. Career ready graduates
3. Inclusive environments promoting long-term engagement
4. Customer focused services and facilities

Student Affairs Mission:

The Division of Student Affairs provides programs and services that engage students in active learning and promote development for personal and professional success.
Executive Summary

Over a century ago, as the first Miner sports teams began competing with other colleges, a prophetic statement was made by one of the first Directors of the Missouri School of Mines & Metallurgy, Mr. George E. Ladd. In 1897, he said, “I learned the value of cooperation by playing football”. Since then, while programs have expanded and many things have changed, the central focus of Miner athletics has not. The development of life skills such as cooperation and teamwork has always been, and remains the cornerstone of Miner Athletics. Our athletic programs remain a valuable part of the educational process, not separate from it.

Athletics & Recreation assists in the personal and professional development of students. Advancing essential life skills such as leadership, cooperation, and teamwork is the cornerstone of Miner Athletics. Missouri S&T Athletics creates a setting that promotes and enhances leadership skills. Learning to be a leader involves much more than classroom training. The active learning environment provided for our competitive athletes compliments their studies and adds a broader type of intellectual and social development. Intercollegiate athletics programs at S&T promote athletics and academic excellence, sportsmanship, leadership opportunities, and loyalty to the institution. Student-athletes are challenged to better manage their time, to develop and master teamwork, persistence, cooperation, self-confidence and goal-setting.

Additionally, our students involved in intramural, fitness, and recreational activities are given the opportunity to experience developmental activities which can stimulate the mind, body, and spirit. These activities encourage and promote healthy lifestyles, wellness, and the development of important life skills including teamwork and cooperation.

Miner Athletics has enjoyed great success in recent years in intercollegiate athletics, intramurals, and recreation. The past ten years could be considered the most successful in our storied history. Intercollegiate athletics has enjoyed final four finishes, an individual national champion, conference championships, All-Americans, and the fifth-most Academic All-Americans since 2000 nationally in NCAA Division II.

Intramural participation is at an all-time high and the program offerings and administration rivals any Division II school nationally. Informal recreation and fitness opportunities have grown considerably and the participation of our students in these activities has paralleled the growth.

Although we can take great pride in many improvements and success we have enjoyed, we must continue to look for new opportunities to grow and improve our programs. This plan is designed to do just that by providing focus and guidance as we progress through the next six years to 2020.
In addition, the plan is developed to lend support to the main themes of the Missouri S&T (Campus) Strategic Plan and the Student Affairs Strategic Plan. These main themes are listed below.

**Missouri S&T Strategic Plan – Main Themes**
1. Inspire creative thinkers.
2. Raise visibility.
3. Ensure return on investment.
4. Increase meaningful interaction.

**Student Affairs Strategic Plan – Main Themes**
1. Healthy, engaged students.
2. Career ready graduates.
3. Inclusive environment that promotes long term engagement.
4. Customer focused services and facilities.

The strategic plan for Miner Athletics includes intercollegiate athletics, intramural athletics, fitness activities, and recreation. The plan focuses on the following main themes:

1. Engagement of alumni, boosters, corporate partners, faculty, staff, students and friends in our programs.
2. Facility improvements and maintenance.
3. Enhancing student development and student welfare.
4. Developing and improving processes and innovative technology that supports students in our programs.
5. Work to enhance staff development and staff support.

**Department Goals**
On the following pages are department goals listed under the most appropriate themes designated by Student Affairs. Three goals are listed in both Theme 1 and Theme 2 because they contribute to both areas equally. Following each goal is the anticipated completion time, the campus lever that is most applicable to the goal, and the department theme that is most suitable.
Theme 1: Healthy, Engaged Students

- Enhance and increase life skills presentations and workshops for student-athletes.
  \((\text{Annually, Campus Lever 4.9, Department Theme 3})\)

- Continue to work cooperatively with Student Health Services to keep the Sports Medicine support for Miner Athletics on the cutting edge.
  \((\text{Annually, Campus Lever 1.2, Department Theme 3})\)

- Enhance and expand community service and career development activities for students in our programs.
  \((\text{Annually, Campus Lever 1.4, Department Theme 3})\)

- Continue to support, inform, and educate students on ways to assist them in achieving academic success.
  \((\text{Annually, Campus Lever 4.6, Department Theme 3})\)

- Work with Student Health to develop a plan to add a strength coach position for intercollegiate athletics.
  \((\text{Fall 2015, Campus Lever 4.4, Department Theme 3})\)
**Theme 2: Career-Ready Graduates**

- Enhance and increase life skills presentations and workshops for student-athletes.
  *(Annually, Campus Lever 4.9, Department Theme 3)*

- Enhance and expand community service and career development activities for students in our programs.
  *(Annually, Campus Lever 1.4, Department Theme 3)*

- Continue to support, inform, and educate students on ways to assist them in achieving academic success.
  *(Annually, Campus Lever 4.6, Department Theme 3)*
Theme 3: Inclusive Environments Promoting Long-Term Engagement

- Enhance and engage alumni and corporate partners in support of the intramural and recreational programs.
  *(Annually, Campus Levers 3.2 & 3.5, Department Theme 1)*

- Increase the membership and support from the Academy of Miner Athletics.
  *(Annually, Campus Lever 3.5, Department Theme 1)*

- Increase the membership of the Miners Corporate Club.
  *(Annually, Campus Lever 3.2, Department Theme 1)*

- Continue to develop the Miners Kids Club.
  *(Annually, Lever 2.4, Department Theme 1)*

- Increase involvement of coaches and staff in alumni section activities.
  *(Annually, Campus Lever 3.5, Department Theme 1)*

- Continue to increase the variety of intramural sport offerings to further engage the University community.
  *(Annually, Campus Lever 4.9, Department Theme 1)*
Theme 4: Customer-focused Services and Facilities

• Build two new artificial turf fields, one at Allgood-Bailey Stadium and one to replace the main intramural field.
  (Fall 2014, Campus Lever 3.3, Department Theme 2)

• Plan and complete new Geothermal HVAC construction for the Bullman Multi-Purpose Building and the Student Recreation Center.
  (Fall 2014, Campus Lever 3.3, Department Theme 2)

• Address existing maintenance issues with the swimming pool by developing a plan, and completing construction needed to rectify the identified issues.
  (Fall 2014, Campus Lever 3.3, Department Theme 2)

• Repair and replace Bullman and Rec Center parking lot.
  (Fall 2016, Campus Lever 3.3, Department Theme 2)

• Enhance area south of the Bullman Building and Student Recreation Center to include improved areas for tailgating and the development of new areas for recreational yard games.
  (Fall 2014 and then Annually, Campus Lever 3.3, Department Theme 2)

• Replace existing upper bleachers in the Bullman Building with motorized telescopic bleachers.
  (Fall 2020 or before if funding is available, Campus Lever 3.3, Department Theme 2)

• Replace scoreboards for Basketball and Football.
  (Fall 2015, Campus Lever 3.3, Department Theme 2)

• Replace scoreboards for Soccer, Baseball, and Softball.
  (Fall 2017, Campus Lever 3.3, Department Theme 2)

• Continue to further develop and implement training workshops and other creative opportunities for professional development activities for staff.
  (Annually, Campus Lever 1.4, Department Theme 5)

• Continue to work toward providing competitive salaries for coaches and staff to aid in hiring and retention.
  (Annually, Campus Lever 4.8, Department Theme 5)

• Continue to implement the ACS system technology for compliance and administrative processes.
  (Annually, Campus Lever 4.3, Department Theme 4)
Theme 4 (cont.): Customer-focused Services and Facilities

• Continue to develop online processes for Intramurals and facility reservations to increase efficiency and improve the accessibility for students, faculty, and staff.  
  (Annually, Campus Lever 4.3, Department Theme 4)

• Continue to work with IT to improve wireless in the buildings and outdoor venues.  
  (Annually, Campus Lever 4.3, Department Theme 4)

• Develop and implement appropriate rules and guidelines for new facilities.  
  (Fall 2014, Campus Lever 3.3, Department Theme 2)

• Improve bleachers and media areas for baseball, softball, and soccer.  
  (Fall 2018, Campus Lever 3.3, Department Theme 2)

• Renovate Allgood-Bailey stadium press box.  
  (Fall 2019 or before if funding is available, Campus Lever 3.3, Department Theme 2)
Outcomes

**Theme 1: Healthy, engaged students**

- Enhance and increase life skills presentations and workshops for student-athletes (Annually, Campus Lever 4.9, Department Theme 3)
  1. Required major presentations on social media, alcohol, drugs, and associated issues and responsible decision-making were planned and implemented with external professional presenters. (FY14-15-16)
  2. Various workshops were presented with teams or small groups. (FY14-15-16)
  3. Academy of Miner Athletics presented a program for upper level student-athletes on transitioning from student to professional. The program included round table discussions. (FY14-15-16)

- Continue to work cooperatively with Student Health Services to keep the Sports Medicine support for Miner Athletics on the cutting edge (Annually, Campus Lever 1.2, Department Theme 3)
  1. The relationship and outcomes were extremely positive. Continued cooperative work has been done and is continuing to develop better ways to protect the welfare of our student-athletes especially in the area of concussion management. (FY14-15-16)

- Enhance and expand community service and career development activities for students in our programs (Annually, Campus Lever 1.4, Department Theme 3)
  1. M-Club and SAAC were extremely involved in service as were a number of our sports teams. Activities included but were not limited to: fundraising for Make-A-Wish, elementary school PTO carnival support, youth camps, food drives, fundraising for breast cancer awareness, and assisting with Grace and other charitable organizations. (FY14-15-16) The Miner SAAC won the GLVC SAAC Challenge Championship. (FY15)
  2. One individual from each intercollegiate sport participated in the planning and production of a promotional video entitled RESPECT. The video is being used on live webcasts for Miner games and is being fed to various video outlets on our campus. The motivation for the video was to encourage a more positive environment on our campus and society in general through the strong voices of our student-athletes. The group was intentionally diverse in gender and ethnicity. (FY16-17)
  3. Intercollegiate teams participated in the Celebration of Nations. (FY15-16)

- Continue to support, inform, and educate students on ways to assist them in achieving academic success (Annually, Campus Lever 4.6, Department Theme 3)
  1. Worked closely with student success center to coordinate efforts to provide additional resources for student-athlete academic support. (FY14-15-16)
  2. M-Club began work on a mentoring/tutor program. (FY15-16)

- Work with Student Health to develop a plan to add a strength coach position for intercollegiate athletics (Fall 2015, Campus Lever 4.4, Department Theme 3)
  1. Completed. The position began August 1, 2014. (FY14)

**Theme 2: Career ready graduates**

- Enhance and increase life skills presentations and workshops for student-athletes (Annually, Campus Lever 4.9, Department Theme 3)
  1. Required major presentations on social media, alcohol, drugs, and associated issues and responsible decision-making were planned and implemented with external professional presenters. (FY14-15-16)
  2. Various workshops were presented with teams or small groups. (FY14-15-16)
  3. Academy of Miner Athletics presented a program for upper level student-athletes on transitioning from student to professional. (FY14-15-16)

- Enhance and expand community service and career development activities for students in our programs (Annually, Campus Lever 1.4, Department Theme 3)
  1. M-Club and SAAC were extremely involved in service as were a number of our sports teams. Activities included but were not limited to: fundraising for Make-A-Wish, elementary school PTO carnival support, youth camps, food drives, fundraising for breast cancer awareness, collections for Miner Challenge, and assisting with Grace and other charitable organizations. (FY14-15-16)
  2. The Miner SAAC won the GLVC SAAC Challenge Championship. (FY15)
Outcomes

Theme 2 (continued):

• Continue to support, inform, and educate students on ways to assist them in achieving academic success (Annually, Campus Lever 4.6, Department Theme 3)
  i. Worked closely with student success center to coordinate efforts to provide additional resources for student-athlete academic support. (FY14-15-16)
  ii. M-Club began work on a mentoring/tutor program. (FY15-16)

Theme 3: Inclusive environments promoting long-term engagement

• Enhance and engage alumni and corporate partners in support of the intramural and recreational programs (Annually, Campus Levers 3.2 & 3.5, Department Theme 1)
  i. Corporate sponsorship support was established to assist with championship t-shirt purchases. (FY14-15-16)
  ii. Planning is underway to establish an annual campaign to garner additional support from alumni for intramural and recreation activities. (FY14-15-16)

• Increase the membership and support from the Academy of Miner Athletics (Annually, Campus Lever 3.5, Department Theme 1)
  i. Nine new members were inducted. (FY14)
  ii. Six new members were inducted. (FY15)
  iii. Fourteen new members were inducted. (FY16)
  iv. Monthly conference calls were continued with the board. (FY14-15-16)
  v. Incorporating some of the Jackling Jocks into the AMA was discussed. (FY15-16)

• Increase the membership of the Miners Corporate Club (Annually, Campus Lever 3.2, Department Theme 1)
  i. Added three new members (Buffalo Wild Wings, Ozarks Coca-Cola and Spoon Me) to the club. (FY14)
  ii. Added one new member (Peterson Chiropractic) and had two present members move to a higher level of the club. (FY15)
  iii. Added five new members (Huskey Bus, PCRMC, MO National Guard, Extreme Accessories and Panera) to the club. (FY16)

• Continue to develop the Miners Kids Club (Annually, Lever 2.4, Department Theme 1)
  i. 33 members were active and plans are being developed to increase membership and participation (FY14)
  ii. 81 participating members which was increased from 33 the previous year. (FY15-16)

• Increase involvement of coaches and staff in alumni section activities (Annually, Campus Lever 3.5, Department Theme 1)
  i. Coaches played in Lincolnland Section golf tournament (FY14 and FY16)
  ii. Head football coach visited Houston section with Development representatives (FY14)
  iii. Three coaches and the Athletic Director played in St. Louis Section golf tournament and dinner. (FY15-16).
  iv. Plans continue to increase participation in FY16.

• Continue to increase the variety of intramural sport offerings to further engage the University community (Annually, Campus Lever 4.9, Department Theme 1)
  i. Added additional activities and enhanced existing activities resulting in an increase of almost three hundred intramural entries over the previous year. (FY14)
  ii. Planned and implemented a “watch party” in TJ Hall for the World Cup to encourage participation and inclusiveness of S&T students including international students. (FY14)
  iii. Added additional activities and enhanced existing activities resulting in an increase in participation of 14% over the previous year. (FY15)
  iv. Added additional activities and enhanced existing activities resulting in an increase in team participation of 2.8%. (FY16)
Outcomes

Theme 4: Customer focused services and facilities

• Build two new artificial turf fields, one at Allgood-Bailey Stadium and one to replace the main intramural field (Fall 2014, Campus Lever 3.3, Department Theme 2)
  i. Successfully completed and implemented usage and policies. (FY15)
• Plan and complete new Geothermal HVAC construction for the Bullman Building and the Student Recreation Center (Fall 2014, Campus Lever 3.3, Department Theme 2)
  i. Successfully completed. (FY15)
• Address existing maintenance issues with the swimming pool by developing a plan, and completing construction needed to rectify the identified issues (Fall 2014, Campus Lever 3.3, Department Theme 2)
  i. Successfully completed. (FY15)
• Repair and replace Bullman and Rec Center parking lot (Fall 2016, Campus Lever 3.3, Department Theme 2)
  i. Plans are being developed. (FY16)
• Enhance area south of the Bullman Building and Student Recreation Center to include improved areas for tailgating and the development of new areas for recreational yard games (Fall 2014 and then Annually, Campus Lever 3.3, Department Theme 2)
  i. New checkout equipment was purchased and areas made available for usage. (FY15-16)
• Replace existing upper bleachers in the Bullman Building with motorized telescopic bleachers (Fall 2020 or before if funding is available, Campus Lever 3.3, Department Theme 2)
  i. Successfully completed. (FY16)
• Replace scoreboards for Basketball and Football (Fall 2015, Campus Lever 3.3, Department Theme 2)
  i. Successfully completed. (FY14)
• Replace scoreboards for Soccer, Baseball, and Softball (Fall 2017, Campus Lever 3.3, Department Theme 2)
  i. Soccer is successfully completed (FY14).
  ii. Softball and baseball were successfully completed. (FY15)
• Continue to further develop and implement training workshops and other creative opportunities for professional development activities for staff (Annually, Campus Lever 1.4, Department Theme 5)
  i. Continued with existing programming and added additional professional development including but not limited to: ACS software training; CPR, First Aid and AED training; Social Media; and Bystander Intervention training. (FY14-15-16)
  ii. Hosted a comprehensive training program with Scott Lewis from NCHERM for Athletics staff and student-athletes on Title IX, bystander intervention, and related issues. (FY15-16)
• Continue to work toward providing competitive salaries for coaches and staff to aid in hiring and retention (Annually, Campus Lever 4.8, Department Theme 5)
  i. Minimum salaries were established for assistant coaching positions and the majority of head coaching positions last year. This continues to positively impact retention and recruitment. (FY14-15-16)
• Continue to implement the ACS system technology for compliance and administrative processes. (Annually, Campus Lever 4.3, Department Theme 4)
  i. Successfully implemented phase II of the ACS system and have continued to increase the usage of modules available. The use of the software has increased efficiency and effectiveness in the compliance efforts for intercollegiate athletics. (FY14-15-16)
  ii. Successfully integrated three processes (recruiting lists, recruit visit request form, and recruit ticket requests) and integrated them into one seamless process. (FY16)
• Continue to develop online processes for Intramurals and facility reservations to increase to efficiency and improve the accessibility for students, faculty, and staff (Annually, Campus Lever 4.3, Department Theme 4)
  i. The online reservation processes continued and resulted in an increase of 234% in recreational space reservations in FY15 and an additional 9.3% increase in FY16. (FY15-16)
• Continue to work with IT to improve wireless in the buildings and outdoor venues (Annually, Campus Lever 4.3, Department Theme 4)
  i. Continue to IT. Improvements have been made in various areas in the Bullman Building and the student Rec Center. Plans are being discussed to work on outdoor sport venues in the near future. (FY15)
Outcomes

Theme 4 (continued):

• Develop and implement appropriate rules and guidelines for new facilities (Fall 2014, Campus Lever 3.3, Department Theme 2)
  i. Successfully completed. (FY15)

• Improve bleachers and media areas for baseball, softball, and soccer (Fall 2018, Campus Lever 3.3, Department Theme 2)
  i. Plans were made to purchase new bleacher for baseball and softball and field improvements including laser grading infields with new material. (FY15)
  ii. Made improvements to the bleacher areas including new bleachers and retaining wall at softball. (FY15-16)
  iii. Field work provided to improve drainage and to improve safety and playability of fields. (FY15-16)

• Renovate Allgood-Bailey stadium press box (Fall 2019 or before if funding is available, Campus Lever 3.3, Department Theme 2)
  i. Press box interior was painted (including counters), new upper windows were installed, and new light fixtures were put in. (FY15)