

2025-29 STRATEGIC PLAN

INTRODUCTION

The University community has embraced an ambitious vision for the future that necessitates deliberate, synchronized, and collaborative efforts campus-wide. The 2025 Strategic Plan serves as the guiding roadmap for the University community through 2029, leading Southern Miss to capitalize on its achievements and sustain our upward momentum.

This roadmap harnesses Southern Miss' strengths and embraces opportunities for growth in the complex higher education environment. With a commitment to excellence and innovation, we will overcome challenges and surpass the boundaries of traditional thinking, forging new paths and a brighter future for Southern Miss students, faculty, staff, alumni, friends, industry partners, and the world.

Forging a path of innovation, we will overcome obstacles to student success using evidence-based strategies to enrich the student experience. Our faculty will continue to make impactful contributions to their field as we foster a supportive and experiential learning environment. Simultaneously, Southern Miss is dedicated to maintaining an environment conducive to groundbreaking research and creative endeavors to attract talented faculty. Collaboration is essential to achieving these goals, and a commitment to strong community and industry partnerships will drive our community and societal impact.

The 2025 Strategic Plan embraces the uniqueness of Southern Miss. Our caring, student-centric approach, willingness to challenge the status quo, and our readiness to explore novel approaches to higher education challenges serve as the foundation of Southern Miss Grit. We are asserting our position as a distinctive research university, delivering high-quality education, and actively engaging our partners. Together, we will achieve long-term success.

The Strategic Plan is anchored in three overarching and mission-driven strategic directions.

Building a Sustainable Future

Cultivate a thriving lifelong learning community, dynamic academic programs, enhanced community engagement, and innovative research and creative activities.

Efficiency in Action

Enhance operational efficiency to improve productivity throughout the organization by optimizing University processes and systems.

Partnering for Progress

Foster sustainable, targeted philanthropic support and community engagement to advance our mission, vision, and institutional priorities.

VISION, MISSION, AND VALUES

The vision, mission, and core values are the guiding principles of The University of Southern Mississippi. They underpin the direction for growth and define the path for achieving the strategic priorities of the institution.

VISION

The University of Southern Mississippi is distinctive among national research universities in adding value to our students' experiences, uniquely preparing them to be ready for life.

MISSION

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.

VALUES

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.

MESSAGE FROM THE PRESIDENT

I am grateful for the members of the Southern Miss community who worked diligently to understand institutional needs in developing this Strategic Plan. They synthesized input from internal and external stakeholders to recommend compelling institutional goals, strategies, and measures of success to University leadership for consideration. Their collective wisdom and insight led to the development of this plan to enhance the University's strengths and seize opportunities for excellence. With capable leadership from Dr. Eric Powell, professor, School of Ocean Science and Engineering, and Dr. Nina McClain, associate professor, School of Leadership and Advanced Nursing Practice, the Strategic Plan Steering Committee and Subcommittee members were thoughtful in gathering input from the community and making recommendations that reflected their ideas and interest in institutional priorities.

The strategic directions recommended by the Steering Committee, *Building a Sustainable Future*, *Efficiency in Action*, and *Partnering for Progress*, align with my goals as president to increase student enrollment and engagement, magnify the University's Carnegie R1 status, and make strategic investments to attract and retain excellent faculty and staff.

In my inaugural address, I challenged the Southern Miss community to be distinctive, providing our students with a value added that they will not find in other places. We want Southern Miss graduates to be future-oriented lifelong learners. We are embracing the audacious goal of helping our students become *ready for life* – prepared to make a great living and create an extraordinary life after earning their degrees.

The goals and objectives in the 2025 Strategic Plan will set the University on a path to provide this added value to our students with excellent faculty and staff, effective business processes, and investments in dynamic academic programs and modern technology.

These are challenging times for all of public higher education with the enrollment cliff, inflation in operating expenses, shifting views of the value of four-year degrees, and increased competition from career-technical programs and nimble private institutions. As an institution, we have pressing needs for strategic investment in technology, facilities, and faculty and staff compensation to ensure a sustainable future. Accomplishing our goals will not be easy, but we are accustomed to overcoming challenges. In fact, it is a hallmark of the Southern Miss culture to set audacious goals and pursue them with an uncommon passion and a relentless persistence. We will approach achieving the goals in the 2025 Strategic Plan with the determination that defines Southern Miss Grit.

To maintain focus on these goals, I am accepting the recommendation of the Strategic Plan Steering Committee to implement continuous assessment of the implementation, effectiveness, and evolution of the Strategic Plan. I will appoint a Standing Strategic Plan Committee to assess progress toward the defined goals and objectives, report biannually to the president, and reassess the plan to pinpoint adjustments based on goals and objectives achieved and address new opportunities and challenges in the academic landscape. The work of this new committee will be coordinated by staff in the Office of the President and the Office of the Provost.

I look forward to engaging with the University community to implement the 2025 Strategic Plan. Together we will ensure a sustainable future that leads Southern Miss...To The Top!



Joseph S. Paul, Ph.D.

President

STRATEGIC GOALS, OBJECTIVES AND KEY PERFORMANCE INDICATORS (KPI) BUILDING A SUSTAINABLE FUTURE

GOAL 1: Increase total enrollment for undergraduate and graduate students through improved recruitment, retention, persistence, progression, and student success.

Objective 1: Increase new student enrollment by academic career and campus location.

KPI1: Exceed 1-Year IHL Full-Time Equivalent (FTE) Growth Rate every year.

KPI2: Exceed 5-Year IHL FTE Growth Rate by Fall 2028.

KPI3: Increase percentage of IHL First-Time Full-Time Freshmen by 0.5% every year.

KPI4: Exceed 1-Year IHL First-Time Full-Time Freshman Growth Rate every year.

KPI5: Exceed 3-Year IHL First-Time Full-Time Freshman Growth Rate by Fall 2026.

KPI6: Increase percentage of IHL First-Time Transfer Students by 0.5% each year.

KPI7: Exceed 1-Year IHL First-Time Transfer Growth Rate every year.

KPI8: Exceed 3-Year IHL First-Time Transfer Growth Rate by Fall 2026.

Objective 2: Improve student success outcomes.

KPI9: Meet peer First-Time Full-Time Freshman Retention Rate by Fall 2026.

KPI10: Exceed peer First-Time Full-Time Freshman Retention Rate by Fall 2028.

KPI11: Increase 4-Year and 6-Year Graduation Rates by 0.5% and 0.6% per year, respectively.

KPI12: Increase Career Placement Rate by 2% per year.

KPI13: Increase student participation in programming that promotes mental health and well-being every year.

KPI14: Increase number of faculty and staff certified in Mental Health First Aid Training every year.

Objective 3: Guide students to be ready for all aspects of life.

KPI15: Increase the percentage of First-Time Full-Time Freshmen engaged in student organizations and on-campus employment.

KPI16: At least half of Division of Student Affairs-sponsored student-facing events will include educational components inspired by the *Ready for Life* messaging.

KPI17: Increase undergraduate student participation in Career Services programming to 50% of graduating class within five years.

KPI18: Increase number of citizen scholar graduates by 15% over five years.

KPI19: Increase number of students completing service immersion experience, community-engaged honors theses, service-learning classes and/or approved nonprofit internship, job or practicum by 20% over five years.

Objective 4: Increase student satisfaction levels.

KPI20: Students will indicate high satisfaction with Division of Student Affairs programs and services.

KPI21: Student Satisfaction Inventory Student Centeredness Scale results will show improvement after baseline collected.

KPI22: Student Satisfaction Inventory Campus Life Scale results will show improvement after baseline collected.

KPI23: Student Satisfaction Inventory Safety and Security Scale will show improvement after baseline collected.

KPI24: Student Satisfaction Inventory Service Excellence Scale will show improvement after baseline collected.

KPI25: Student Satisfaction Inventory Campus Climate Scale will show improvement after baseline collected.

Recommended Action Steps

- Develop a plan to attract talented students by career interest, academic program, and campus location.
- Develop a plan to identify appropriate online vs. face-to-face program delivery for optimal enrollment.
- Build a stronger commitment and support structure with community colleges for transfer enrollment ideas and strategies (degree plan articulation).
- Expand dual-enrollment opportunities.
- Develop a program to identify and support students who need academic support (at-risk, students not retained, etc.).
- Provide a comprehensive academic advising program in support of students.
- Develop new strategies for increased student engagement with Career Services.
- Establish a Division of Student Affairs *Ready for Life* Planning Team
 - Identify appropriate *Ready for Life* learning and action outcomes.
 - Promote Division of Student Affairs integration of *Ready for Life* outcomes into programming.
 - Monitor assessment results for quantity and quality.
- Establish a Student Engagement Team with the goal of developing a co-curricular transcript.

GOAL 2: Cultivate an academic culture of curricular innovation and a positive teaching-learning environment.

Objective 1: Promote curricular innovation that prepares students for career success and to act as ethical and responsible global citizens.

KPI26: Collaborate with faculty to introduce at least one new credential every year in response to documented market demand and academic merit.

KPI27: Grow microcredentials awarded through the University by 10% of FTEs per year.

KPI28: Increase Executive Education learners served by 50 per year.

Objective 2: Recruit and retain faculty committed to academic excellence.

KPI29: Increase average faculty pay and graduate stipends to median of peer universities within five years.

KPI30: Increase professional development funding for tenure stream faculty by 5% per year.

Objective 3: Foster a culture dedicated to teaching excellence and positive learning outcomes.

KPI31: Increase faculty involvement in Center for Faculty Development (CFD) programming each year to reach at least 50% of the full Corps of Instruction and 75% of teaching-track faculty within five years.

KPI32: Increase percentage of students participating in undergraduate research experiences annually.

Recommended Action Steps

- Create a strategic enrollment plan to determine market demand for existing and potential academic programs.
- Collaborate with faculty to evaluate existing curricula for relevant innovation.
- Promote digital microcredentials available such as Apple, Coursera, and Credly.
- Create a faculty compensation plan to address the compensation gap relative to peers.
- Identify operating efficiencies that create resources to fund this objective.
- Create new programming and incentives in CFD that grow faculty participation.
- Establish an action-learning portfolio that tracks student engagement and provides digital badging for students.
- Create and promote new programming in Career Services that grows student engagement.
- Survey external partners on skill gaps exhibited by graduates and collaborate with faculty to develop strategies to enhance graduate preparedness.
- Evaluate promotion and tenure guidelines for quality and consistency of evaluation of teaching excellence with consistent guidance for effective teaching, use of evidence-based teaching practices, and ongoing professional development to enhance teaching.

EFFICIENCY IN ACTION

GOAL 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.

Objective 1: Foster a culture that values the pursuit of high-impact research, innovation, scholarship, and creative activities that corresponds with a Carnegie R1 very high research doctoral university.

KPI33: Increase number of research proposals submitted and success rate.

KPI34: Increase sponsored program expenditures as a percentage of total budget.

KPI35: Increase number of citations in scholarly works.

KPI36: Increase number of grants and creative works with interdisciplinary collaboration.

KPI37: Increase number of installations and commissioned works.

Objective 2: Develop and implement new incentives that encourage and reward research and increase visibility of innovation, community engagement, creative activities, and scholarly accomplishments.

KPI38: Increase portfolio of awards and recognition that provide tangible incentives.

KPI39: Increase percentage of research-eligible faculty external award submissions.

KPI40: Upward movement in national rankings.

KPI41: Increase promotion of research and creative activities to the University's external audiences and media.

Objective 3: Grow our societal and economic impact and capacity to accelerate the creation of career opportunities.

KPI42: Increase invention disclosure to 3.6/\$10 million in research expenditures by year 5.

KPI43: Increase licenses and options executed 1.3/\$10 million in research expenditures by year 5.

KPI44: Increase startups formed to 0.15/\$10 million in research expenditures by year 5.

KPI45: 20% increase in total annual number of industry and community collaborations based on previous three-year average.

KPI46: Increase translational and commercialization programs to support startups and entrepreneurial opportunities.

Objective 4: Enhance the quality of research infrastructure to support a culture of excellence and innovation by optimizing research development processes, expanding support systems and services, and improving access to state-of-the-art equipment, research, and creative spaces across the institution.

KPI47: Increase the percentage of faculty/staff utilizing research support services (ORA, ORI, RS, OIM, OEHS).

KPI48: Continuous improvement in satisfaction scores from users on the quality of support services.

KPI49: Increase number of faculty/research staff participating in research development workshops/training programs.

KPI50: Increase utilization rate of equipment, services, and creative expressions space.

Objective 5: Collaborate across the institution to enhance and augment the University's status as a Carnegie Community-Engaged Institution.

KPI51: Increase participation in community-engaged research, creative activity and teaching partnerships by 15% over five years.

KPI52: Increase participation of students in community-engaged learning opportunities by 15% over five years.

Recommended Action Steps

- Evaluate promotion and tenure guidelines for quality and consistency with culture that values the pursuit of high-impact research, innovation, scholarship, and creative activities that corresponds with a Carnegie R1 very high research doctoral university and a Carnegie Community-Engaged Institution.
- Evaluate mechanisms for providing dedicated time and funding for faculty and PIs to engage in research and creative activities.
- Determine incentives for awards and recognitions for research and creative activities examples, including internal research grants/bridge funding, conference travel, summer research stipends, course release time, and other bonus-type incentives for securing funding.
- Create an infrastructure to identify eligible scholars to support and assist in nomination for research honors and awards.
- Facilitate collaboration opportunities through workshops and other networking activities.
- Create themed University industry research working groups to expand and accelerate community engagement, information exchange, and actionable programs and/or projects for the group.
- Assess library funding and subscription access as compared to other R1 institutions with goal to be in line with other R1 institution library offerings.
- Establish regular University-wide assessment of current and future research data service needs and respond to changing needs.
- Establish a plan to evaluate, support, and develop research staff administration in OVPR and across colleges and centers consistent with the growth in extramural grants and contracts and in response to changes in federal regulations and compliance.
- Establish a research and creative activities space workgroup under the Research Advisory Council that will establish mechanisms for evaluating space utilization, allocation, infrastructure, and equipment upgrade needs for research and creative activity space.

- Form a community advisory board for the Center for Community Engagement.
- Identify a faculty or staff ambassador across the institution to increase awareness of effective practices in community engagement activities in coordination with the Center for Community Engagement.
- Enhance training for ORA staff to support faculty and staff involved in community-engaged research.

GOAL 4: Enhance administrative efficiency to improve productivity throughout the institution by optimizing business processes and personnel deployment.

Objective 1: Streamline University operations and enhance efficiency.

KPI53: Utilizing current ERP system, transition to fully electronic processes and procedures with streamlined workflows in fiscal operations service areas within two years.

Objective 2: Strategically plan and prepare for the modernization of applications and business operation systems to replace current infrastructures.

KPI54: Review and validate the existing roadmap, identifying critical steps for implementation and areas for potential adjustment within one year.

KPI55: Create a process for prioritizing technology projects in support of USM priorities within one year.

KPI56: Conduct annual assessments of technology systems to identify progress, challenges, and opportunities for improvement or course correction.

Objective 3: Foster sustainability in financial and resource management.

KPI57: Meet or exceed IHL financial sustainability benchmarks each fiscal year.

KPI58: Develop a framework for decision making and delivery of critical facilities projects within one year.

KPI59: Execute two energy projects annually utilizing existing repair and renovation funding and track energy savings.

KPI60: Increase reinvestment of energy savings in future energy reduction projects by 10%.

Objective 4: Improve employee retention through a sustainable annual salary program and effective training.

KPI61: Reduce staff turnover to equal to or below CUPA HR average within five years.

KPI62: Increase number of on-demand training programs available for University processes and procedures within two years.

KPI63: Increase staff compensation through an annual salary program.

KPI64: Increase percentage of staff members participating in professional development annually.

Recommended Action Steps

- Modify paper-based business processes in fiscal operations service areas (i.e., travel, personnel actions, procurement) annually to improve efficiency and productivity.
- Utilize data analytics and Artificial Intelligence (AI) to inform decision-making and identify new opportunities.
- Regularly review and refine operational processes to ensure continuous improvement.
- Establish clear guidelines and best practices for technology usage, procurement and management across the University.
- Standardize data definitions and reporting requirements to improve data consistency, accuracy, and accessibility across all University units.
- Foster collaboration and communications between IT and other departments to ensure technology solutions meet the needs of stakeholders.
- Establish a continuous improvement process to adapt the technology modernization roadmap and action plan based on real-time feedback, emerging technologies, and changing University needs.
- Allocate financial resources to support strategic initiatives and priorities.
- Complete Campus Master Plan, Roth IAMS Assessment and Gordian Study to support ongoing facility asset management.
- Create sustainable long-range plans with correlating budget for building maintenance and capital improvements.
- Require analysis and reporting of ongoing operational cost for all new building projects.
- Identify and create on-demand training for University processes and procedures where such training would be effective.
- Develop a sustainable annual salary program that includes regular salary reviews and adjustments based on market trends and employee performance.
- Develop a method for consistent communication from the University president and senior leadership to the campus community for the purpose of sharing institutional information and increasing morale.
- Enhance quality of USM Mailout, streamlining contributors and content for maximum impact.

PARTNERING FOR PROGRESS

GOAL 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.

Objective 1: Engage alumni and friends with volunteer activities and service opportunities that have a positive impact and cultivate a sense of community.

KPI65: Increase alumni involvement in networking by 5%.

KPI66: Increase alumni participation in geographic-based service opportunities.

KPI67: Establish tracking of alumni participation and visits to academic classes and increase the number of such visits annually.

Objective 2: Inspire investment in philanthropic priorities by providing meaningful opportunities and stewardship of donors.

KPI68: Prioritize endowment growth to assure perpetual resources.

KPI69: Increase the number of donors by 5%.

KPI70: Increase the average gift size by 5%.

KPI71: Fully endow the Leadership Scholarship program.

KPI72: Generate private funding for academic and athletic facilities.

Objective 3: Collaborate across campus units to streamline and enhance interactions and yield increased engagement.

KPI73: Implement an integrated technology ecosystem, leveraging constituent data for optimized outreach that results in a personalized and dynamic experience through tailored communications.

KPI74: Maximize connectivity across units through cohesive messaging across all platforms, increasing digital activity by 5%.

Recommended Action Steps

- Explore and implement enhanced technology solutions to facilitate the philanthropic needs of the University with consistent growth.
- Streamline communication efforts to best support the University's external audiences.
- Develop tools for educating and equipping Southern Miss faculty and staff on the institution's fundraising priorities to create a healthy culture of philanthropy.
- Maintain open and ongoing dialogue between the USM Foundation, the Southern Miss Athletic Foundation, and the Southern Miss Alumni Association and campus leaders on projects, events, and opportunities related to alumni and donor engagement.

STRATEGIC PLAN STEERING COMMITTEE

- **Steering Committee Co-Chair – Dr. Nina McLain**, Associate Professor and Nurse Anesthesia Program Administrator
- **Steering Committee Co-Chair – Dr. Eric Powell**, Professor and Director, Science Center for Marine Fisheries, GCRL
- **Chair of the Academic Enterprise Subcommittee – Dr. Joshua Bernstein**, Associate Professor and Director of Graduate Studies, English; Faculty Senate President-Elect
- **Chair of the Research Enterprise Subcommittee – Ms. Jill Hendon**, Center for Fisheries Research and Development, GCRL; Staff
- **Chair of the Student Recruitment and Enrollment Subcommittee – Dr. Brandon Allen**, Associate Teaching Professor and Director of Sport Management
- **Chair of the Student Engagement and Success Subcommittee – Dr. Delores McNair**, Assistant Dean of Students
- **Chair of the Philanthropy, Alumni, and Community Subcommittee – Dr. Colin McKenzie**, Associate Professor and Director, School of Music
- **Chair of the Administrative and Auxiliary Operations Subcommittee – Ms. Kelly James Penot**, Human Resources Manager
- *Ex-officio support group – Dr. Douglas Masterson, Senior Associate Provost for Institutional Effectiveness; Dr. Julie Howdeshell, Director, Quality Enhancement; Ms. Kim Gallaspy, Chief of Staff and Strategic Advisor to the President*

STRATEGIC PLAN SUBCOMMITTEES

Academic Enterprise Subcommittee

- **Chair – Dr. Joshua Bernstein**, Associate Professor and Director of Graduate Studies, English; Faculty Senate President-Elect; Hattiesburg; Faculty
- **Dr. LaWanda Baskin**, Assistant Professor and Director, School of Leadership and Advanced Nursing Practice; Hattiesburg; Faculty
- **Dr. Joby Bass**, Associate Professor, School of Coastal Resilience; Gulf Park; Faculty
- **Dr. Kemal Cambazoglu**, Assistant Professor, School of Ocean Science and Engineering; Stennis; Faculty
- **Dr. Mike Davis**, Professor and Assistant Director, School of Biological, Environmental, and Earth Sciences; Hattiesburg; Faculty
- **Dr. Jamye Foster**, Professor and Associate Dean of Research and Graduate Education, College of Business and Economic Development; Hattiesburg; Faculty
- **Dr. Jay Howell**, Associate Professor, Program Coordinator, and Interim Associate Director, School of Education; Hattiesburg; Faculty
- **Dr. Melanie Leuty**, Professor, School of Psychology; Director, Center for Faculty Development; Hattiesburg; Faculty
- **Ms. Kathryn Lowery**, Director, Institutional Effectiveness; Hattiesburg; Staff

Research Enterprise Subcommittee

- **Chair – Ms. Jill Hendon**, Director, Center for Fisheries Research and Development; GCRL; Staff
- **Prof. Meg Brooker**, Professor and Director, School of Performing and Visual Arts; Hattiesburg; Faculty
- **Dr. Brian Cuevas**, Director of Innovation Management; Hattiesburg and Gulf Coast; Staff
- **Dr. Holly Huye**, Associate Professor, School of Kinesiology and Nutrition; Co-Director, MCCTR Community Engagement and Outreach Core; Hattiesburg; Faculty
- **Dr. Derek Patton**, Professor and Director, School of Polymer Science and Engineering; Hattiesburg; Faculty
- **Dr. Christopher Smith**, Assistant Professor, School of Finance; Hattiesburg; Faculty
- **Prof. Tisha Zelner**, Associate Professor and Head of Public Services, University Libraries; Hattiesburg; Faculty
- **Dr. Xiaodong Zhang**, Professor, School of Ocean Science and Engineering; Stennis; Faculty

Student Recruitment and Enrollment Subcommittee

- **Chair – Dr. Brandon Allen**, Associate Teaching Professor and Director of Sport Management; Hattiesburg; Faculty
- **Ms. Tracy Barnhill**, Director of Graduate School Operations; Hattiesburg; Staff
- **Ms. Mary Beard**, Director of Nationally Competitive Programs and Awards, Honors College; Hattiesburg; Staff
- **Ms. Amanda Cascio**, Director of Marketing and Enrollment, Office of Online Learning; Hattiesburg; Staff
- **Dr. Erin Dornan**, Director of Communications and Operations, Enrollment Management; Hattiesburg; Staff
- **Ms. Cynthia Habeeb**, Marketing Strategist for Academic Programs, Gulf Park; Gulf Park; Staff
- **Ms. Petra Marlin**, Director of International Recruitment and Admissions; Hattiesburg; Staff
- **Prof. Lorraine Stuart**, Professor, Head of Special Collections and Curator of Historical Manuscripts and Archives, University Libraries; Hattiesburg; Faculty
- **Dr. Wei Wang**, Associate Professor and Undergraduate Coordinator, School of Marketing; Hattiesburg; Faculty

Student Engagement and Success Subcommittee

- **Chair – Dr. Delores McNair**, Assistant Dean of Students; Hattiesburg; Staff
- **Dr. Mary Funk**, Associate Teaching Professor, School of Leadership; Gulf Park; Faculty
- **Col. Brian Hawkins**, Veteran's Outreach Coordinator, Center for Military Veterans, Service Members and Families; Hattiesburg; Staff
- **Ms. Robin Johnson**, Director of Student Services and Assistant Registrar, Student Services One Stop; Gulf Park; Staff
- **Dr. Masha Krsmanovic**, Assistant Professor, School of Education; Hattiesburg; Faculty
- **Ms. Laura Laughlin**, Executive Director of Student Connections, Division of Student Affairs; Hattiesburg; Staff
- **Dr. Michelle McLeese**, Assistant Teaching Professor and Program Coordinator, School of Social Science and Global Studies; Hattiesburg; Faculty
- **Ms. Heidi Nelson**, Director, Student Counseling Services; Hattiesburg; Staff
- **Dr. Lindsay Wright**, Associate Professor, School of Child and Family Sciences; Hattiesburg; Faculty

Philanthropy, Alumni, and Community Subcommittee

- **Chair – Dr. Colin McKenzie**, Associate Professor and Director, School of Music; Hattiesburg; Faculty
- **Mr. Daniel Barton**, Senior Planned Gift Officer, USM Foundation; Hattiesburg; Staff
- **Ms. Amy Batiste**, Major Gift Officer, College of Arts and Sciences; Hattiesburg; Staff
- **Dr. Laura Blackmon**, Associate Director, Marine Education Center; GCRL; Staff
- **Dr. David Davies**, Professor, School of Media and Communication; Director, British Studies Program; Hattiesburg; Faculty
- **Ms. Stephanie McLendon**, Director, Executive Education Center; Gulf Park; Staff
- **Ms. Nicole Ruhnke**, Chief Communication Officer; representing the Alumni Association; Hattiesburg; Staff
- **Dr. Candice Salyers**, Assistant Professor, School of Performing and Visual Arts; Faculty Senate Secretary; Hattiesburg; Faculty
- **Prof. Russ Willis**, Assistant Teaching Professor, School of Management; Hattiesburg; Faculty

Administrative and Auxiliary Operations Subcommittee

- **Chair – Ms. Kelly James Penot**, Human Resources Manager; Hattiesburg; Staff
- **Prof. Amber Hatten**, Professor of Practice and MPA Director; Hattiesburg; Faculty
- **Dr. Kelly Darnell**, Associate Research Professor and Director, Gulf Coast Research Laboratory; GCRL; Faculty
- **Ms. Gina McCarty**, Assistant to the Dean for Finance and Administration, College of Education and Human Sciences; Hattiesburg; Staff
- **Mr. Lynn Smith**, Director of Fiscal Planning and Analysis; Hattiesburg; Staff
- **Mr. Jeff Taylor**, Union Director; Hattiesburg; Staff
- **Dr. T.J. Tesh**, Associate Professor and Associate Director for Student Services and Operations, School of Music; Hattiesburg; Faculty
- **Mr. Nick Williams**, Director of Technology Support Services, iTech; Hattiesburg; Staff
- **Ms. Cara Wilson**, Administrative Specialist, School of Social Science and Global Studies; Hattiesburg; Staff