



University for Missouri

The
FLAGSHIP
of the
FUTURE

An aerial photograph of a university campus, likely the University of Missouri, set against a backdrop of a forested hillside with vibrant autumn foliage. A large, colorful, multi-colored outline of the state of Missouri is superimposed over the upper portion of the image. The text "SHOW ME" is written in large, bold, white capital letters across the center of the image. The campus features a prominent white domed building, a tall Gothic-style tower, and various other academic buildings. The overall scene is bathed in warm, golden light, suggesting late afternoon or early morning.

SHOW ME

INTRODUCTION

Through research, learning, engagement and economic development, the University of Missouri (MU) creates solutions that solve the grand challenges facing Missouri and the world.

As the state's flagship university and only public institution that is a member of the prestigious Association of American Universities, MU translates the latest research into practical applications to improve people's lives and grow Missouri's economy. We create, develop and deliver the knowledge and skills Missourians need to thrive in the fast-changing, culturally diverse environment of the 21st century, with an eye on the opportunities that lie ahead.

Being a comprehensive, public, research and land grant university, we are committed to serving our students, the citizens of Missouri and take pride in being the *flagship of the future* that Missouri richly deserves.

This living document is current as of September 2018.

We will monitor our progress toward the goals that follow on a public platform to reaffirm our commitment to transparency and accountability. Through that public platform, we will track who is accountable for each goal, as well as our outcomes and metrics.

1839

University of
MISSOURI
established

\$200
MILLION+
in annual
RESEARCH
expenditures

10

MEGAWATT
research reactor
*(the largest academic nuclear
research reactor in the U.S.)*

18:1

student-to-faculty
ratio

317,000

alumni living
across the

WORLD

5,000+

companies recruit

MIZZOU
students

100+

COUNTRIES
represented
in the student body

90%

of MIZZOU students
FIND SUCCESS
in their careers

9 **FACULTY**
*who are
national
academy
members*

500+

recognized
student
ORGS

\$3.9 BILLION
impact on
MISSOURI
economy

20

DIVISION I
athletics teams

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MISSION

Our distinct mission, as Missouri's only state-supported member of the Association of American Universities, is to provide all Missourians the benefits of a world-class research university. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which our tightly interlocked missions of teaching, research, service and economic development work together on behalf of all citizens. Students work side by side with some of the world's best faculty to advance the arts and humanities, the sciences and the professions. Scholarship and teaching are daily driven by a commitment to public service — the obligation to produce and disseminate knowledge that will improve the quality of life in the state, the nation and the world.

STATEMENT OF VALUES

The University of Missouri, as the state's major land-grant university, honors the public trust placed in it and accepts the associated accountability to the people of Missouri for its stewardship of that trust. Our duty is to acquire, create, transmit and preserve knowledge and to promote understanding.

We the students, faculty and staff of MU hold the following values to be the foundation of our identity as a community. We pledge ourselves to act, in the totality of our life together, in accord with these values.

RESPECT

Respect for one's self and for others is the foundation of honor and the basis of integrity. A hallmark of our community is respect — for the process by which we seek truths and for those who engage in that process. Such respect is essential for nurturing the free and open discourse, exploration and creative expression that characterize a university. Respect results in dedication to individual as well as collective expressions of truth and honesty. Respect is demonstrated by a commitment to act ethically, to welcome difference, and to engage in open exchange about both ideas and decisions.

RESPONSIBILITY

A sense of responsibility requires careful reflection on one's moral obligations. Being responsible imposes the duty on us and our university to make decisions by acknowledging the context and considering consequences, both intended and unintended, of any course of action. Being responsible requires us to be thoughtful stewards of resources — accountable to ourselves, each other and the publics we serve.

DISCOVERY

Learning requires trust in the process of discovery. Discovery often fractures existing world views and requires acceptance of uncertainty and ambiguity. Therefore, the university must support all its members in this lifelong process that is both challenging and rewarding. As we seek greater understanding and wisdom, we also recognize that knowledge itself has boundaries. What we know is not all that is.

EXCELLENCE

We aspire to an excellence that is approached through diligent effort, both individual and collective. Pursuing excellence means being satisfied with no less than the highest goals we can envision. Pursuing excellence involves being informed by regional, national and global standards, as well as our personal expectations. We recognize and accept the sacrifices, risks and responsibilities involved in pursuing excellence, and so we celebrate each other's successes. We commit ourselves to this process in an ethical and moral manner.

These statements are mere words until we integrate them as values in our individual lives and reflect them in our institutional policies and practices. We pledge ourselves to make them effective in the very fabric of our lives, our community, and all our relationships with others, thereby enhancing the development of individuals and the well-being of society.



STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

During the past three years, campus units have continued to conduct thorough reviews of their practices and produced a series of SWOT analyses. The following are examples from that work. While not comprehensive, these provide a broad sampling of our strengths, weaknesses, opportunities and threats.

STRENGTHS

- History and tradition
- Faculty and staff who are dedicated and committed to their work and to MU
- Extraordinary commitment to teaching excellence
- Loyal, generous alumni base
- Positive, long-standing Town and Gown relationship
- Member of the AAU
- Member of the SEC
- Comprehensive range of programs
- Strong academic support services for undergraduate and graduate students
- Solid background in next-level experiential learning – The Missouri Method
- Innovative academic programming
- Strong base for collaborative, multidisciplinary research
- One of only six public universities in the country with schools or colleges of Medicine, Veterinary Medicine, Agriculture, Engineering, Law and a research reactor all on one campus
- Strong healthcare system with MU Health
- Inclusive Excellence Framework
- Highly-engaged, active leadership through MU Extension improving MU-Missouri relationships
- Annual Academic Program Review

WEAKNESSES

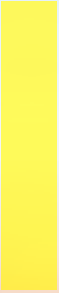
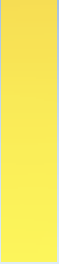
- One of the lower research expenditures and publications in the AAU (\$205 million in annual research expenditures in 2017)
- Inadequate, outdated technology and infrastructure for many education and research needs
- Community skepticism about strategic efforts based on prior experiences
- Insufficient support for faculty and staff professional development
- Morale concerns related to years of no raises, layoffs and turnover
- Insufficient recruitment and retention of faculty and staff who are from underrepresented groups
- Insufficient leveraging of MU Health to enhance clinical education at the undergraduate, graduate and professional levels

OPPORTUNITIES

- Build on significant existing faculty strengths
- Promote and nominate faculty for well-deserved national awards
- Collaborate with universities within and outside of the University of Missouri System to tackle society's grand challenges
- Build upon concerted strategic enrollment management efforts
- Strategic, collaborative investment for targeted hiring of faculty and staff
- Renewed focus on faculty and staff development opportunities
- Utilize fresh perspectives of new, nimble leaders across all levels of the university
- Redesign of the Division of Student Affairs for an exceptional student experience
- Growth of online and distance education
- Promote the university as a national leader for research and creative works
- Expand research infrastructure (for example, the Translational Precision Medicine Complex)
- Focused, consistent messaging through the recent reorganization and envisioning of the Joint Office of Strategic Communication and Marketing
- Expansion of the Inclusive Excellence Framework with academic units and alumni
- Growth and expansion of the pipeline for students, postdocs and faculty from underrepresented groups
- Expanded partnerships with industry and the state government
- Optimization of operational infrastructure related to many key functions of the university
- Reorganization of MU Extension
- New budget allocation model
- Data-informed decision-making

THREATS

- Loss of AAU status
- Competition for high-cost talent
- Political and public opinion around the value of higher education
- Decreased public support of higher education
- Public perception of campus climate
- Assertive discounting strategies from other public flagships across the country
- Increased competition and challenges in international student enrollment



MEETING THE NEEDS OF SOCIETY

Thanks to the fortitude and foresight of the people of Missouri, the University of Missouri, the first public university west of the Mississippi River, was born in 1839. To this day, MU honors the trust placed in it by the citizens of Missouri to live out its duty to acquire, create, transmit and preserve knowledge and promote understanding.

As a comprehensive research university, we are privileged to extend our research, learning, engagement and economic development beyond our campus. Our mission starts here but our impact is global.

The plan that follows speaks to our commitment in five critical areas:

- *Excellence in Student Success*
- *Excellence in Research and Creative Works*
- *Excellence in Engagement and Outreach*
- *Inclusive Excellence*
- *Excellence in Planning, Operations and Stewardship*

By creating excellence in every realm, we will work to become the exemplar that the citizens of Missouri envisioned when they created the University. In so doing we will prepare our students and citizens for leadership in a diverse, global and technology-driven environment.

Our plan embodies our commitment to our students, faculty, staff, alumni and the larger community. In this commitment is our recognition that while we are the University of Missouri, we are really the University *for* Missouri.

THE UNIVERSITY OF MISSOURI SYSTEM

The University of Missouri System was formed in 1963 and consists of system administration and four universities: the University of Missouri-Columbia, the University of Missouri-Kansas City, the Missouri University of Science and Technology, the University of Missouri-St. Louis, and all of their component parts, including, but not limited to, MU Health, MU Extension and UM Engagement (“University” or “UM System”).

The UM System is organized as a system to achieve more collectively than its component parts could achieve individually and this principle will guide decision makers in managing the affairs of the UM System, whether they be in academic, research or in business operations. Moreover, the UM System exists to deliver excellence in teaching, research & creative works, economic development, engagement and inclusion.

It is the fundamental responsibility of UM System universities and leaders to effectively manage resources to achieve the vision and mission of the UM System. This fundamental responsibility compels all to look beyond individual universities and interests to enable the UM System to meet the needs of the people of Missouri, the nation and the world.



EXCELLENCE IN STUDENT SUCCESS

Students at the University of Missouri are the core of our institution and our future. We are dedicated to their success at MU and beyond.

This plan for enhancing student success is based on months of strategic planning, led by both the Strategic Enrollment Management Planning Committee and the Student Experience Planning Team. This comprehensive plan addresses the full student experience at MU, with input from units across campus.

This compact for student success acts as a blueprint, capitalizing on MU's traditions and strengths, most notably our foundation as a land-grant research university and our development of the Missouri Method, which gives students work experience in real community and industry settings under the direction and guidance of top professionals in their fields.

The goals that follow chart our efforts to improve student recruitment, student learning in and outside of the classroom, engagement and advising, faculty support for teaching and post-graduation success.

Our primary goal is to improve student progress, retention and completion rates leading to improved graduation rates. All of the goals that follow contribute to those larger measures of success.

This plan ensures that all students — whether graduate, professional, undergraduate, on campus or online— can be successful both at MU and beyond.

GOAL 1. INCREASE THE ANNUAL NUMBER OF UNDERGRADUATE, GRADUATE/PROFESSIONAL DEGREE PROGRAM AND GRADUATE CREDENTIAL COMPLETIONS TO 10,000 BY 2023.

STRATEGIES

A. Create new degree programs and revise existing programs based on student demand, workforce needs and emerging opportunities.

- Review degree programs annually through the Academic Program Review.
- Include stackable certificates, accelerated bachelor/master's (4+1), dual degree and bachelor/graduate certificate(s), bachelor/professional degree programs and executive programs.
- Develop new and revise existing interdisciplinary undergraduate and graduate degree programs.
- Expand returning student degree completion programs (e.g. Recruit Back) to include all colleges and schools.

B. Enhance academic opportunities for online and distance learners.

- Develop structured course pathways toward degree completion for online students.
- Promote online degree offerings in community colleges across Missouri and in bordering states.

C. Create a culture of lifelong learning for MU employees and alumni, including those who have not completed MU degrees.

- Improve institutional support for staff to pursue undergraduate, graduate and professional degrees and certificates.
- Recognize current staff members who have completed undergraduate, graduate and professional degrees and certificates.
- Increase continuing education opportunities for MU Alumni.

GOAL 2. ENHANCE STUDENT ACCESS AND INCREASE THE ANNUAL SIZE OF OUR NEW INCOMING UNDERGRADUATES TO 6,000 BY 2023.

STRATEGIES

A. Increase enrollment of first-time college students from Missouri.

- Improve the competitive position of MU's scholarships for resident students.
- Establish regional recruitment efforts tailored for markets throughout the state.
- Enhance the campus visit experience for prospective students.

B. Increase enrollment of domestic nonresident and international first-time college students.

- Improve the competitive position of MU's scholarships for domestic nonresident and international students.

C. Increase enrollment of transfer students.

- Develop new transfer scholarships.

- Add transfer coordinators in key markets.

D. Cultivate a stronger transfer-friendly environment.

- Centralize undergraduate transfer admission.
- Identify and implement processes supported by online technologies to improve the transfer process for prospective students.

E. Coordinate student recruitment efforts across campus.

- Expand campus wide usage of the Slate CRM.
- Offer all prospective students the opportunity to meet with representatives of academic department of their choice.
- Align financial aid and scholarship deadlines with application processes.

F. Ensure that an MU education is affordable.

- Continually assess and revise need-based scholarships.
- Enhance use of affordable and open educational resources (OER).
- Develop and expand on-campus student employment opportunities.
- Help students develop plans to reduce student debt.
- Decrease time to completion.

G. Make Mizzou a first-choice destination for high-achieving students.

- Develop the Office of Fellowships and Advanced Studies to serve as a one-stop office to support students applying for nationally competitive fellowships/scholarships and graduate/professional programs.
- Implement multi-faceted recruitment efforts focused on high ability students such as National Merit Scholars, Missouri Scholars Academy students and honors transfer students.
- Strengthen and build programs that bring top scholars to campus.
- Develop university-wide and school- and college-based signature scholars programs related to undergraduate research and creative activities and public scholarship and service.

GOAL 3. SHAPE GRADUATE AND PROFESSIONAL STUDENT ENROLLMENT TO ALIGN WITH MU'S STRATEGIC GOALS AND MEET STATE, REGIONAL, NATIONAL AND INTERNATIONAL STUDENT AND EMPLOYMENT DEMANDS.

STRATEGIES

A. Charge each school and college to develop a comprehensive graduate/professional student enrollment plan.

- Implement school and college goals through the development of a strategic enrollment management (SEM) plan for each graduate and professional program.

B. Grow graduate and professional programs that specifically advance MU's strategic research and creative works priorities.

- Recruit high research/creative ability graduate and professional students who can immediately support faculty research and creative activities.
- Increase research expenditures to provide funding for additional PhD students in strategic priority fields.
- Develop new endowments that support graduate student fellowships.

GOAL 4. PROMOTE EXCELLENCE AND INCLUSION THROUGH TEACHING AND STUDENT ACADEMIC EXPERIENCES, IN AND OUT OF THE CLASSROOM.

STRATEGIES

A. Maximize the possibilities through the new Teaching for Learning Center that will add programs and resources to help faculty discover, adapt and adopt proven and innovative teaching practices.

- Advance partnerships with the Kauffman Foundation, ACUE and other external funding partners to support teaching excellence.
- Utilize funding from the AAU to create faculty communities of practice that incorporate peer-to-peer mentoring and support to advance scholarly teaching.
- Develop and implement programs to support teaching improvement.

B. Support programs that assist faculty and staff in creating inclusive learning environments.

C. Establish best practices for evaluating teaching effectiveness, using multiple methods of assessment.

- Enhance annual review processes to advance teaching excellence.
- Develop peer review processes to advance adoption and effective implementation of best teaching practices

D. Recognize and value teaching excellence through promotion and tenure processes and campus awards.

- Develop and implement the use of teaching portfolios.
- Develop and implement processes that utilize external review of teaching scholarship.

E. Create a more inclusive classroom experience for all students (better serving students from underserved and underrepresented groups).

- Produce instructional videos for faculty and graduate student instructors on how to create an inclusive classroom experience.
- Facilitate workshops on difficult dialogues for faculty and graduate student instructors

GOAL 5: INCREASE FIRST-YEAR (FTC) UNDERGRADUATE STUDENT RETENTION TO 93% BY 2023.

STRATEGIES

A. Establish a campus-wide plan that assures best practices in student advising.

- Create consistent training and support across campus so that all advisors excel at nationally established core competencies.
- Ensure adequate resources necessary to achieve an advising caseload of no higher than 350:1.
- Recognize, reward and retain advisors who excel at promoting student success.

B. Increase faculty engagement in student success.

- Emphasize the importance of early and frequent assessment of student performance in lower-division and introductory courses.
- Increase the use of early alert reporting in courses commonly taken during the first year.

C. Improve academic success of student populations who have lower retention and graduation rates.

- Utilize predictive analytics to enable early intervention.
- Create intervention strategies for students identified as at-risk in the early alert system and with other data
- Create a centralized system for monitoring and responding to early alert interventions.

D. Enhance support for student success.

- Create a Student Success Council that reports to the Provost's office.
- Educate students, faculty and staff on student success strategies adopted and implemented by the institution.

GOAL 6. ENHANCE THE EXPERIENCE OF EVERY FIRST-YEAR MU STUDENT TO CREATE AN INDIVIDUALIZED PATH TO PERSONAL AND ACADEMIC SUCCESS.

STRATEGIES

A. Support first-year students throughout their first year with information and resources at developmentally critical times to ensure student success.

- Provide intentional communications that connect students to specific resources when they most need them throughout their first year at MU, utilizing our critical communicators (e.g. faculty of first-year courses, advisors, resident assistants and hall coordinators and Welcome Week leaders).
- Connect all students to at least one peer success network.

B. Implement web-based and non-academic orientations to welcome graduate and professional students.

GOAL 7. INCREASE STUDENT THRIVING, ENGAGEMENT AND SENSE OF BELONGING THROUGH ACCESSIBLE SUPPORT, COMMUNITY AND MENTORSHIP.

STRATEGIES

A. Establish a comprehensive campus plan recognizing student engagement beyond traditional student leadership positions and student organizations.

- Develop a means for recognizing the important educational and professional gains from employment, undergraduate research and other activities.



- Launch an internal marketing campaign to redefine “engagement” beyond clubs and organizations.
- Streamline communications (e.g. MU Info, Mizzou Made and Inside Mizzou) to support this expanded definition of engagement.

B. Create a comprehensive student employment experience that contributes to student learning, student success and career outcomes.

- Establish a centralized Office of Student Employment with a central repository of on-campus employment opportunities with associated learning outcomes and competencies they develop
- Establish best practices regarding recruitment, application and onboarding processes for student employees.
- Expand supervisory training and support.
- Provide an educational experience for student-employee competency development.

C. Expand mentor and community building practices.

- Inventory mentor programs and community building practices of campus departments.
- Extend industry relationships to support new programming and mentorship opportunities.

D. Transform residential life into a comprehensive, multi-year experience that supports students’ learning, development and sense of belonging.

GOAL 8. RESPOND HOLISTICALLY AND COMPREHENSIVELY TO STUDENTS’ HEALTH AND WELLNESS NEEDS THROUGH PROGRAMS AND SERVICES THAT ARE FULLY INTEGRATED, HIGHLY RESPONSIVE AND EASILY ACCESSIBLE.

STRATEGIES

A. Achieve high standards of practice, student access and operations across health, counseling and wellness services.

- Develop and implement a common mental health/ counseling entry point and triage system (wellbeing.missouri.edu).
- Implement policy changes in Student Health to assure that students can access services regardless of insurance status or ability to pay.
- Reduce wait times and improve access to counseling and mental health services, including periods of peak demand.

- Consolidate all health education and promotion activities in the Wellness Resource Center, including training of peer educators.
- Establish practices and procedures across all health-related programs and services that advance coordination, program improvement and service to students. That includes referral between services, multidisciplinary treatment teams and shared approaches to assessing students’ awareness of, utilization of and satisfaction with those services.

- Integrate health, counseling and wellness services, reporting to the Division of Student Affairs.

- Plan and implement the full administrative, organizational and programmatic integration of the Student Health Center, Counseling Center and Wellness Resource Center.

- Create a primary reporting line for the Student Health Center to Student Affairs, and retain a “dotted line” relationship between the Student Health Center director to the Dean of the School of Medicine for medical practice and quality matters.

- Recruit and place an Executive Director of Student Health and Wellbeing to oversee all services.

- Implement organizational and structural steps to advance the integration of services in the short term, before they can be physically co-located in a shared facility.

- Establish a student health and wellness chancellor’s standing committee.

B. Physically co-locate health, counseling and wellness services in an inspirational new building, centrally located on campus and easily accessible by students.

GOAL 9. IMPROVE FOUR-YEAR UNDERGRADUATE STUDENT GRADUATION RATES TO 55% AND SIX-YEAR GRADUATION RATES TO 74% BY 2023. STRATEGIES

A. Remove barriers to degree and credential completion.

- Identify obstacles to degree completion.
- Increase utilization of summer and intersession courses and system-wide course sharing to enhance timely completions.
- Develop and implement outreach programs and communication flow for non-returning students.
- Identify and reduce course bottlenecks and sequencing problems.

B. Ensure that our campus processes and policies promote student success.

- Review and revise student-related academic policies and processes that are barriers to student success.
- Centralize academic policies for readmission and dismissal.

C. Align general education requirement across schools and colleges to ease transfer.

D. Create a centralized advising unit for all undecided students.

GOAL 10. BUILD ON A CULTURE OF CAREER READINESS TO ENSURE THAT 95% OF UNDERGRADUATE AND GRADUATE/ PROFESSIONAL STUDENTS ARE EMPLOYED OR IN GRADUATE SCHOOL WITHIN 6 MONTHS OF GRADUATION BY 2023.

STRATEGIES

A. Create a holistic, integrated academic and career advising approach to enhance undergraduate student career readiness.

- Enhance data collection for career development.
- Conduct a needs assessment related to career exploration and development.
- Create alternative pathways for students not yet admitted into their major of interest.

B. Create a holistic approach to enhance graduate and professional students' career development.

- Implement a standardized career outcomes survey and assess gaps in services.
- Expand programming to support career readiness and successful employment outcomes for graduate students seeking positions within and outside the academy.

C. Create a comprehensive advising model that integrates academic and career advising.

D. Create individual development plans for graduate and professional students (followed with individual development plans for undergraduates by academic year 2019).

E. Create a comprehensive approach to enhance career readiness.

- Develop approaches to help students connect out-of-classroom experiences to career exploration.

- Ensure that all students participate in experiential learning opportunities (e.g. internships, undergraduate research, study abroad, alternative breaks and student employment).
- Increase percentage of students interacting with employers prior to graduation.

F. Enhance career support for graduates prior to and during the first six months following graduation.

G. Increase student awareness of and interest in post-baccalaureate education.

- Strategically connect graduate program directors to undergraduate students to present them with the opportunities for graduate study at MU.

STUDENTS
AT THE
UNIVERSITY
OF MISSOURI
ARE SMART,
MOTIVATED
&
TALENTED.



EXCELLENCE IN RESEARCH & CREATIVE WORKS

The University of Missouri is a premier research institution with faculty, staff and students creating and discovering new technologies, arts, media content and publications every day that transform the lives of Missourians and citizens of the globe.

Our mission and our identity as a land-grant institution are rooted in excellence. With annual research expenditures more than \$200 million, there are only a few dozen comparable public institutions in the United States with research and creative works portfolios like ours. MU's membership in the Association of American Universities (AAU) is reflective of our research and overall scholarship prominence.

Our research and creative works productivity is built upon a talented community of graduate students, postdoctoral fellows, staff and faculty. As we enhance the national visibility of our scholarship through a host of new strategies, we will capitalize on the increased opportunities to recruit for this talented pipeline. All will see MU as a place where they can be mentored and build their own foundations for success.

Our culture will embrace support of our students, our faculty and our staff to contribute to our impactful scholarship.

We strive to deliver the type of discovery that improves the quality of life for the people we serve, and the type of cultural enrichment that society needs. To do this, our faculty and staff must have the opportunity to pursue their innovative ideas.

ROOM TO GROW

While MU's history is rightfully a point of pride, there is significant opportunity to improve. As an institution, several of our current research measures are below that of other comparable public research universities (and particularly true of our AAU public peers). This is true of research expenditures, books, journal publications, awards and citations.

To ensure we continue to be one of the leading research universities in the world, we are implementing a university-wide research and creative works growth plan during fall 2018, and will develop specific school and college plans built around the overarching university-wide plan.

This is not about chasing metrics. Our plans outlined in the goals that follow focus on delivering the type of discovery and enrichment that society needs and expects from MU.

The goals outlined here will only be accomplished through the hard work of our faculty, staff and students. Their willingness to take risks, be nimble and support creativity is why MU remains a destination for talented colleagues from many fields of study.

GOAL 1. CREATE A CULTURE OF EXCELLENCE RELATED TO SCHOLARSHIP THROUGH INCENTIVE, RECOGNITION AND ADVANCEMENT PROGRAMS FOR FACULTY, STAFF AND STUDENTS.

STRATEGIES

A. Redevelop incentive programs to align with our research goals at MU.

- Launch a working group of faculty in August 2018 (named by MU's Provost and Vice Chancellor for Research) charged with developing recommendations for future incentive programs at MU by February 2019 for fiscal year 2020.
- Develop a culture of recognition identifying new, meaningful ways to celebrate and award faculty who publish books and other top publications within their field.

B. Build development programs for faculty, students, staff and postdocs that will support and enable our scholars to develop their research skills. These programs include:

- Launch a continuous education program for faculty, students and postdocs to meet the changing expectations of scholarship across all disciplines.
- Offer support through preproposal grant review by leveraging existing expertise.
- Support the continued improvement of university library resources: a key contributor to the growth of the research and creative output of MU's faculty, staff and students.

C. Develop a faculty enhancement program that builds on MU's research and professional development leave options.

D. Launch the Artist in Residence program (September 2018) to highlight and build on our excellence in the humanities and creative works.

- Establish the semester- or year-long residency for emerging artists from MU and beyond who will engage students in classrooms, studios and performance venues.
- Create high-impact experiences that build a sense of community and help integrate the arts across all areas of scholarship and social life.

E. Review promotion and tenure processes to be more reflective of the many individual contributions to scholarship and creative works, including innovation, entrepreneurship and collaboration within interdisciplinary groups.

F. Develop and implement college- and school-level growth plans for research and creative works (led by deans, finalized Nov. 15, 2018).

- Develop more focused growth plans for research and creative works in each college and school to address how they will contribute to the growth of, for example: multidisciplinary research, targeted scholarly outcome, faculty development, award nominations and other key performance indicators.
- Identify specific one-, three- and five-year scholarship goals using data-informed analysis.
- Develop a comprehensive research growth plan for MU's academic medical center.

G. Launch the Office of Institutional Effectiveness (fall 2018).

- Task the Office of Institutional Effectiveness with coordinating and promoting data-informed decision-making in research.

H. Develop and launch the Office of Research Advancement to help reduce administrative burden on researchers.

- Create the infrastructure needed to develop large, multi-investigator research grants.
- Coordinate initiatives to target grant opportunities, improve grant writing and connect researchers across MU.

I. Develop a strategic hiring plan for the approximately 300 tenured, tenure track and research non-tenure track faculty members whom we will hire by 2023.

- Implement the plan for which all strategic and targeted hires have a direct effect on our scholarship with a concerted effort to attract and recruit faculty who contribute to growth of federal research funding, the growth of our prestigious national awards and those who will enhance our national and international reputation across all disciplines.
- Hire faculty who enhance the undergraduate and graduate student experience, and who contribute to Missouri's economic development.
- Enhance the assessment of potential faculty hires to fit within the MU research and creative works ecosystem as

well as assess grant funding potential for all new faculty hires in National Science Foundation-defined STEM fields, including mathematics, natural sciences, engineering, computer and information sciences, and the social and behavioral sciences.

- Target opportunity hires of scholars from other institutions who are currently principal investigators on competitively funded, federal grants.
- Focus on hires in fields that are not grant oriented who have documented excellence in their core scholarly activities.
- Hire endowed professors with the help of philanthropy and the UM System.
- Hire 20 established research-productive faculty by July 1, 2019.

GOAL 2. DEVELOP SUPPORT SYSTEMS AT THE UNIVERSITY THROUGH DEVELOPMENT, COMMUNICATIONS AND ENGAGEMENT THAT RESPOND TO THE NEEDS OF OUR FACULTY, STAFF AND STUDENTS WHO ARE INVOLVED IN SCHOLARSHIP.

STRATEGIES

A. Leverage our skills and resources through advancement to connect our alumni and supporters with our scholarship priorities, highlighting the real-world benefit of our research and creative works.

- Establish industry research partnerships and contracts with the Office of Foundation Relations, the Office of Research and Advancement.

B. Improve communications and marketing of our scholarship.

- Charge the Joint Office of Strategic Communications and Marketing to track and celebrate scholarship progress through data, research and performance stories, significant hires, achieving milestones and securing grants.

C. Identify innovative, new ways to think about outreach and engagement in all of its forms.

- Celebrate and grow existing programs where schools and colleges contribute to engagement through scholarship, and identify and support new ways units could grow those efforts.
- Target partnership opportunities through MU Extension and all of its many engagement efforts and MU's colleges and schools to help bring discovery out of the classrooms and

laboratories and into Missouri homes and businesses. We outline the details of this in the Excellence in Engagement and Outreach compact in this plan.

- Cultivate stronger relationships with elected officials at the state and federal level.
 - Work with UM System Government Relations to create a committee focused on federal and state research opportunities, and to cultivate relationships at federal and state agencies.

D. Redevelop the Office of Economic Development to provide faculty and student innovators and entrepreneurs with resources to develop and market their innovations.

- Cultivate talent into startup businesses through the Innovation and Entrepreneurship Ecosystem.

GOAL 3. DOUBLE FEDERAL AND INDUSTRY RESEARCH FUNDING BY 2023.

STRATEGIES

A. Secure three to five national centers by 2023 to help us double research expenditures and excel across a series of other key performance indicators.

- Hire strategically, consider cluster hires, and enhance development opportunities among existing faculty.
 - Continue leveraging our talented faculty to pursue an Institute for Nano and Molecular Innovations.

B. Open the Translational Precision Medicine Complex (TPMC) in 2021.

- Provide collaborative research and educational opportunities in translational precision medicine for students and faculty from engineering, medicine, agriculture, arts and science, veterinary medicine and other areas.
- Engage industry partners in translating basic and clinical discoveries into applicable therapies and diagnostics for the improvement of human and animal health outcomes.
- Emphasize our research strengths in three distinct areas of investigation and innovation: oncology, vascular disease and neurological diseases.

GOAL 4. IDENTIFY AND CAPITALIZE ON AREAS WHERE COLLABORATION CAN DRIVE EXCELLENCE.

STRATEGIES

A. Identify new and maximize work on existing opportunities to collaborate across disciplines on campus.

B. Capitalize on shared resources that exist across the UM System. We highlight examples of some opportunities in the Excellence in Planning, Operations and Stewardship compact of this plan, but here we consider the collaboration potential related to scholarship:

- Collaborate with faculty at other UM System universities when appropriate through the Precision Medicine Initiative and the Translational Precision Medicine Complex itself.
- Work with our partners across the UM System to leverage searchable databases that connect faculty based on research interests. This project, using Yaffle, will deploy during fall 2018.

C. Seek out opportunities to work with other universities across Missouri and across the globe.

- Collaborate with Washington University's Institute for Clinical and Translational Science considering MU's existing partnerships with the St. Louis-based AAU member.
- Identify similar opportunities and partnerships with regional universities.
- Identify and capitalize on additional collaboration opportunities through active relationship building led by the Vice Chancellor for Research, Provost, Chancellor and deans.

D. Expand interdisciplinary, international partnerships, such as the Hidden Treasure of Rome initiative that engages multiple university and industry partners to advance our understanding of culture and history.



**ALL WILL SEE
MU AS A PLACE
WHERE THEY
CAN BE
MENTORED &
BUILD THEIR OWN
FOUNDATIONS
FOR SUCCESS.**



EXCELLENCE IN ENGAGEMENT & OUTREACH

As a continuously evolving land-grant institution, the University of Missouri is reimagining what it means to be a land-grant institution — this time for the 21st century. Much of the reimagining relates to delivering outcomes to address ongoing challenges that were identified through a statewide needs assessment. Those challenges correlate with economic opportunity, healthy futures and educational access.

Missouri's prosperity, competitive position, and social and cultural richness are enhanced by MU's ongoing commitment to educate and engage citizens; strengthen democratic values and responsibility; address crucial societal issues; and contribute to the public good — on campus and throughout the state's 114 counties and metro areas.

As a respected leader in higher education and as Missouri's leading land-grant university, MU demonstrates excellence in engagement and outreach through activities and initiatives conducted by colleges, schools, units and as part of the University of Missouri System.

Through discovery and the translation of research into technologies, information, programs and services that contribute to problem-solving and societal enrichment, MU improves lives, communities and economies. Its impact on Missouri, the nation and the world is unsurpassed in the field of higher education.

At MU, excellence in engagement and outreach is characterized by: A climate that values each individual involved in the process. This is true for off-campus and on-campus efforts that, through engagement, seek active participation from or touch faculty, students, staff, alumni, donors, athletics supporters, stakeholders, public and private entities and communities. Effective outreach programs based on meaningful impact. Such programs are visible through campus-based initiatives, MU Extension and its county-based network, MU Health Care, MU Athletics and collaboratively through System-wide initiatives. Innovative partnerships for economic and workforce development. This activity draws from the breadth of MU and the UM System, and collaborates with a wide range of public and private entities.

GOAL 1. DELIVER EFFECTIVE EXTENSION, ENGAGEMENT AND OUTREACH PROGRAMS THAT HAVE MEANINGFUL IMPACT.

STRATEGIES

A. Increase the university's efforts to improve the health of Missouri communities in a partnership among MU Health Care, the schools of Medicine, Nursing and Health Professions, MU Extension and other colleges and schools.

- Begin a campus wide initiative to confront the state's widespread opioid crisis and develop a strategy to mitigate its detrimental effects on families and communities.
- Increase positive health outcomes derived from services of MU Health Care through coordinated initiatives connecting clinical services, educational interventions and holistic population health approaches.
- Create interdisciplinary opportunities to enable health care professionals to take their services to Missouri communities through the Mobile Mizzou Program.

B. Increase engagement with pre K-12 students by providing exciting educational opportunities while also introducing them to the university and the value of higher education.

- Identify, coordinate and scale successful existing programming – such as Missouri 4-H, Mizzou K12 Online, Youth Futures and Missouri College Advising Corps –
- Initiate strategic investments through partnerships with schools, other higher education institutions, Lincoln University as our partner land grant university, and other organizations and families to support positive postsecondary outcomes for Missouri youth.

C. Develop innovative partnerships for economic and workforce development that will grow opportunities for Missourians and expand the university's \$3.9 billion economic impact.

- Conduct periodic needs assessments through county engagement specialists to identify community economic development and workforce opportunities.
- Develop effective local, regional and statewide interventions and educational programs that address identified needs in collaboration with partner organizations and educational institutions and Extension and other faculty.

- Develop full work cycle continuing, professional and executive certification and credentialing programs based on needs and demands identified in workforce assessments.
- Leverage university resources in partnership with medicine, agriculture, technology and other industries toward translating MU research and innovations into economic opportunities.
- Partner with commodity groups, agencies, producers, Lincoln University and businesses to scale research-based practices in agriculture toward doubling the Missouri agriculture economy by 2030.

D. Implement a restructured staffing model for MU Extension beginning fall 2018 based on the priority needs of the state.

- Create the county engagement specialist (CES) positions tasked with serving as liaisons between the county and the university, keeping the university informed of what issues the counties are facing, and keeping the counties abreast of new knowledge and research coming out of the university. This close connection to the people of Missouri will bolster the university's ability to address the grand challenges they face. CESs will be in place in all 114 counties and metro areas by January 2019

GOAL 2. FULFILL MU'S COMMITMENT OUTLINED IN EACH OF THE OTHER COMPACTS WITHIN THIS STRATEGIC PLAN THROUGH ENGAGEMENT AND OUTREACH.

STRATEGIES

A. Support Excellence in Student Success by increasing the involvement of undergraduate students in engagement activities.

- Increase the number of counties served by students performing high-impact community service in Missouri during weekend opportunities — as part of Mizzou Alternative Breaks collaborating with MU Extension — will increase from 68 in 2017 to all 114 counties and metro areas by 2020.
- Launch the MU Serves Missouri initiative by 2021, which allows all undergraduates at MU to participate in credited experiential learning and community engagement before graduation.
- Create an undergraduate certificate in public engagement, or include public engagement in the existing certificate in service learning by 2021. This builds on the growing interest in this area and the need for a larger pipeline of future professionals.
- Seek and provide funding for undergraduate and graduate students, postdocs and faculty to conduct research in areas identified as vital to the lives of Missourians by 2019.

B. Support faculty members in weaving engagement into their scholarly efforts so that they can effectively address and positively affect Missouri's grand economic, education and health challenges.

- Launch traveling faculty scholars program to learn about the people, communities, challenges and culture of the state with the aim of this knowledge informing their research, teaching and engagement efforts.
- Present engaged-scholarship seminars to the campus community to provide faculty with a better understanding of how to connect their engagement work to their promotion and tenure efforts.
- Promote and support the first UM System Presidential Engagement Fellows class. Selected from all four System campuses, these 15 faculty members are available to speak to community groups throughout the state to display the public value of their research and make personal connections with Missouri communities.
- Launch the Mizzou Innovates program to focus on engaging students, faculty and staff from all colleges and schools in identifying and solving grand challenges in Missouri and the world. Examples within Missouri include increasing access to broadband and providing better health care in rural areas.
 - Host an annual competition and symposium as part of Mizzou Innovates where people can present and discuss potential solutions.
- Continue to promote All Things Missouri knowledge center that serves as a central online repository of data and information pertaining to Missouri health, education, economy, agriculture, environment and more.
- Put high-tech, community-based planning tools in the hands of local and state Missouri leaders and the public.
- Evaluate existing activities and future opportunities to develop a strategy for greater impact of faculty presentations at national and international professional conferences and meetings to highlight engaged scholarship at MU.

C. Foster a welcoming climate in which differences are valued and individuals are respected.

- Begin programming on civil discourse based on the Diversity and Inclusion Excellence Framework in conjunction with the Office of Inclusion, Diversity and Equity Enable leaders to improve quality of life in their communities. The first phase will train the trainers to work on facilitating civil discourse and completing training in cultural competence.

D. Support Excellence in Planning, Operations, and Stewardship

- Establish the MU Office of Extension and Engagement by 2019. This new office name will signal the priority status that MU is placing on engagement in the eyes of the campus community and the state, as well as the nation. It will also provide greater interaction, access and integration of faculty and student MU engagement and outreach efforts.
- Become nationally recognized as a preferred destination for extension and engagement careers by 2025.
- Field finalists for national university engagement awards offered through national and international organizations such as the Association of Public Land-Grant Universities, Association of American Universities and Engagement Scholarship Consortium.
- Establish an engagement leader/facilitator at the cabinet level at all MU schools and colleges.
- Recognize and reward excellence in public engagement by creating an annual staff engagement and outreach recognition program in fall 2019.
- Increase state and university funding for extension and engagement efforts at MU by 20 percent.
- Increase sustainable and diversified funding for community engagement programming, establishing sources, baselines, and growth strategies for growing corporate partnerships and sustainable and diverse sources of funding to support workforce development and pre K-12 programming.

GOAL 3. INCREASE STAKEHOLDERS' AWARENESS AND SUPPORT OF EXTENSION, ENGAGEMENT AND OUTREACH EFFORTS, AND INCREASE MISSOURIANS' ACCESS TO AND PARTICIPATION IN PROGRAMS THAT BENEFIT THEIR COMMUNITIES.

STRATEGIES

A. Annually assess communication and engagement efforts with legislators and policymakers — adjusting frequency and depth of efforts as appropriate for university needs in each legislative session.

- Partner with the Mizzou Alumni Legislative Network to coordinate educational outreach and engagement to the Missouri General Assembly and other policy makers, such as Legislative Appreciation Day and Showcase at the Missouri Capitol Reinforce the vital role MU plays in improving the quality of life for Missourians and enhancing the state's economy.

- Launch the Building Bridges with Lawmakers initiative where MU administrators and legislators will have opportunities to connect, build relationships and understand each other's perspectives. These dialogues will help familiarize legislators with the people behind various programs and research at MU. As appropriate, partners will include entities such as the Flagship Council and Columbia Chamber of Commerce.

B. Increase public awareness of and access to MU research, knowledge and innovation.

- Catalog information on all engagement efforts of MU faculty and students in one accessible place through the Impact web portal to inform and meaningfully connect faculty, government officials, business and community leaders and the public
- Incorporate stories of MU's expansive engagements with Missourians into university-wide communications and magnify these efforts through social media coverage and integration into MU publications.

C. Double the number of Missourians who MU faculty engage with through programming from 1 million in 2017 to 2 million in 2025.

- Strengthen partnerships with the other three institutions in the UM System to enhance the reach and impact of MU Extension.
- Increase the number of partnerships with all MU colleges, schools and units to benefit Missourians.
- Provide Missourians with additional flexible-learning options through new staffing approaches, online tools, and local partnerships, thereby strengthening the reach and impact of MU Extension.



EFFECTIVE
OUTREACH
PROGRAMS
ARE BASED ON
MEANINGFUL
IMPACT.



INCLUSIVE EXCELLENCE

The university strives to be a 21st century learning community defined by excellence through the affirmation of differences in the composition of its leadership, faculty, staff and students; the configuration of its policies, procedures, organizational structures, curricula and co-curricular programs; and the fabric of its interpersonal relationships.

This diversity framework expresses a plan for enacting the university's larger mission, and for its values. We shaped this plan using our core values: respect, responsibility, discovery and excellence.

MU defines diversity broadly as the various mix or combinations of human differences. This allows our entire constituency to envision their identity or multiple identities within this inclusive definition.

MU has adopted an Inclusive Excellence model, which hinges on a cohesive, coherent and collaborative integration of diversity, inclusion and equity into MU's pursuit of excellence.

Accepting the Inclusive Excellence model reflects an understanding that diversity, inclusion and equity are catalysts for institutional and educational excellence, and are not isolated initiatives. Diversity will be invited and integrated into the very core of MU's educational enterprise, including our recruiting, hiring and admissions processes, our curriculum and co-curriculum, and our administrative structures and practices.

GOAL 1: INCREASE THE CULTURAL COMPETENCIES OF ALL FACULTY AND STAFF.

STRATEGIES

A. Scale the use of the Intercultural Development Inventory to provide feedback to faculty and staff on their biases and deliver training.

B. Establish faculty and staff inclusion, diversity and equity learning goals and competencies in conjunction with academic units.

- The ultimate goal is to use these learning goals and competencies in annual review processes.

GOAL 2: IMPROVE INSTITUTIONAL INFRASTRUCTURE TO IMPLEMENT INCLUSIVE EXCELLENCE THROUGHOUT THE UNIVERSITY.

STRATEGIES

A. Implement a university-wide dashboard that tracks MU's improvement related to a series of diversity and inclusion metrics.

- Create metrics with the help and input of students, faculty, staff and administrators.

B. Begin producing biannual IE plans from each department by 2023 that align with their divisional and campus strategic plans.

- Ensure leading and outcome indicators will accompany each project and goal.
- Coach each division and department on how to understand and actively work on reducing and eliminating disparities in experience and outcomes for underserved and underrepresented students, faculty and staff.

C. Create a campus-wide Council for Inclusive Excellence to oversee the development and implementation of the divisional and campus Inclusive Excellence plan and provide counsel to the Chancellor on matters of priority around diversity and inclusion.

GOAL 3: INCREASE FACULTY FROM UNDERREPRESENTED GROUPS TO 15 PERCENT IN 2023 FROM 8 PERCENT IN 2017.

INCREASE STAFF IN PROFESSIONAL AND MANAGERIAL POSITIONS WHO ARE FROM UNDERREPRESENTED GROUPS TO 15 PERCENT IN 2023 FROM LESS THAN 8 PERCENT IN 2017.

INCREASE THE PERCENTAGE OF STAFF IN LEADERSHIP POSITIONS WHO ARE FROM UNDERREPRESENTED GROUPS TO 15 PERCENT IN 2023 FROM 11.5 PERCENT IN 2017.

STRATEGIES

A. Improve the hiring and onboarding experience for all faculty and staff.

- Expand the use of diversity statements by job candidates for faculty positions in all schools and colleges in conjunction with IDE and the Provost.
- Increase awareness and use of Textio, a UM System-provided service for writing more inclusive position announcements and marketing materials.
- Remove unnecessary barriers from the application processes with the help of Human Resources, academic units and IDE.
- Implement inclusive hiring practices for all faculty and staff positions.
- Develop inclusive onboarding orientation materials and methods for all faculty and staff.

B. Improve the work experience for all faculty and staff.

- IDE will mentor new- and mid-career faculty from underrepresented and underserved groups through the promotion and tenure process.
- Develop a required training for all search committees as well as promotion and tenure committees at the departmental, college and Provost level (with significant input and involvement from the appropriate people).
- Create career ladders for staff with department chairs, deans and other administrators.
- Ensure work productivity and retention of faculty and staff by arranging and providing central funding for workplace accommodations for faculty and staff with disabilities.

C. Improve the off-boarding process for all faculty and staff.

- Use the Collaborative on Academic Careers in Higher Education (COACHE) exit survey, as well as additional faculty satisfaction surveys, to gather input on why people leave MU and how we can improve quality of work life for underrepresented employees.

GOAL 4: INCREASE OPPORTUNITIES FOR STUDENTS TO LEARN VARIED PERSPECTIVES OF DOMESTIC AND INTERNATIONAL DIVERSITY AND INCLUSION FROM FACULTY WHO ARE ENGAGED IN ROBUST RESEARCH IN THESE AREAS.

STRATEGIES

A. Revisit and revise diversity-learning goals for undergraduate students with the Vice Provost for Undergraduate Studies.

B. Develop diversity and inclusion competencies for graduate and professional students with the Provost, the deans and IDE.

C. Increase study abroad participation for underrepresented students through marketing efforts, events and collaborations across MU.

D. Develop and enhance majors and minors in Disability Studies, as well as Native American and Indigenous Studies with the Provost, deans and IDE.

E. Encourage departments to engage in curriculum mapping to address opportunities for inclusion and equity through honest, transparent collaborations and dialogue between department chairs and IDE.

F. Create the Michael Middleton Center, a dynamic hub for interdisciplinary research for both faculty and students, in the College of Arts and Science.

- Increase productivity and visibility of research and creative works related to diversity, equity and inclusion.

GOAL 5: REDUCE THE HISTORICAL 6-YEAR GRADUATION RATE GAP FOR UNDERREPRESENTED FTC UNDERGRADUATES TO LESS THAN 5 PERCENT BY 2023 FROM A 3-YEAR AVERAGE OF 13.1 PERCENT (FALL 2018).

STRATEGIES

A. Develop new and bolster our existing leadership and professional development programs to help reduce our graduation rate gaps.

- Identify untapped areas for leadership programs and professional development opportunities that would benefit different racial/ethnic groups, people with disabilities, LGBTQ+ students and women.
- Leverage our involvement in the UM System-led Men and Women of Color, Honor, and Ambition programs (MOCHA/WOCHA programs), and commit to identifying new development opportunities for our students through the MU Black Men's and Black Women's Initiatives.

B. Make better use of the strengths that the Center for Academic Success and Excellence offers students. CASE is a support office focused on the persistence and graduation of MU's underrepresented students through workshops, mentorship and access to support resources for personal and academic development.

- Rebrand CASE to expand the units and groups it collaborates with across campus.

C. Improve accessibility to ensure equal opportunity for persons with disabilities.

- Implement the Digital Accessibility Policy with the goal of ensuring that all digital communications and information technologies at Mizzou are designed, developed and procured to be fully accessible to persons with disabilities.
- Improve accessibility of campus facilities and events.
- Increase the use of captioning on campus, a strategy that ensures equal access for both persons with disabilities and those who speak English as a second language.

D. Improve the onboarding and general experience of first-time and transfer students.

E. Create opportunities for training and enhanced cultural competency among faculty and staff.

- Provide faculty training in inclusive and equitable pedagogy and course design through the Faculty Institute for Inclusive Teaching within the Center for Teaching Excellence.

F. Identify areas where academic processes have a disparate impact on students from historically untapped and underserved groups.

G. Incorporate the Inclusive Excellence Framework into the strategies outlined in the Excellence in Student Success compact of this document.

GOAL 6: MU WILL INCREASE HISTORICALLY UNDERREPRESENTED UNDERGRADUATE STUDENT ENROLLMENT TO 20 PERCENT BY 2023.

STRATEGIES

A. Collaborate with Enrollment Management and Admissions to target high school students in St. Louis, Kansas City and south-east Missouri.

B. Capture grants and partnerships designed to support the K-12 pipeline including state, federal, foundation, agency and private funding sources.

C. Continue to promote the Land Grant Scholars Program, as mentioned in the Excellence in Student Success compact, to help make MU more attainable for low-income students from all backgrounds.

D. Support the implementation of Men and Women of Color, Honor, and Ambition programs (also known as MOCHA and WOCHA) in Columbia and Kansas City public schools in partnership with the Dale Carnegie Foundation. These programs promote excellence and retention by providing personal, academic, cultural, social, leadership and professional development opportunities.

- Leverage our existing infrastructure and alumni base from this program to get similar programs off the ground throughout Missouri's public schools.

E. Identify barriers in the admissions process and determine how to restructure efforts to remove them.

F. Create inclusive marketing materials that highlight the MU experience for our potential students in tandem with ongoing efforts to market MU with the Joint Office of Strategic Communications and Marketing.

G. Incorporate the Inclusive Excellence Framework into the strategies outlined in the Excellence in Student Success compact of this document.

GOAL 7: MU WILL INCREASE UNDERREPRESENTED GRADUATE AND PROFESSIONAL STUDENT ENROLLMENT TO 15 PERCENT BY 2023.

STRATEGIES

A. Improve the graduate and professional student experience for underrepresented groups.

- Provide targeted orientation and mentorship opportunities for new graduate and professional students from underrepresented groups.
 - Connect current students with alumni for additional mentorship opportunities.
- Sponsor travel and conference participation at higher levels for graduate and professional students who are conducting research in the areas of inclusion, diversity and equity.
- Increase involvement in the Missouri Louis Stokes Alliance for Minority Participation (MOLSAMP), which is an alliance to increase underrepresented groups participation in STEM fields at the graduate and professional levels.

B. Create inclusive marketing materials that highlight the MU experience for our potential students.

C. Incorporate the Inclusive Excellence Framework into the strategies outlined in the Excellence in Student Success compact of this document.

GOAL 8: INCREASE MULTICULTURAL ALUMNI ENGAGEMENT BY CREATING ADDITIONAL NETWORKS AND OPPORTUNITIES FOR THESE ALUMNI GROUPS BY 2020.

STRATEGIES

A. Expand programming and opportunities that connect these alumni to MU's campus, students and vision.

GOAL 9: BECOME A LEADER IN SCHOLARSHIP RELATED TO DIVERSITY, INCLUSION AND EQUITY RESEARCH AND WILL DOUBLE ITS GRANT SUPPORT IN THIS AREA BY 2023.

STRATEGIES

A. Connect new and existing faculty who are working on diversity-related research with grant support.

B. Support the initiatives and strategies outlined in the Excellence in Research and Creative Works compact related to

enrichment opportunities and relieving faculty of administrative burden around writing grants.

GOAL 10: INCREASE THE NUMBER OF PARTNERSHIPS WITH LOCAL AND STATE NONPROFITS, BUSINESSES AND AGENCIES TO HELP ENHANCE THE LIVES OF ALL MISSOURIANS.

STRATEGIES

A. Collaborate with MU Extension and the new Office of Engagement to identify and develop 60 partnerships with community groups and state agencies. These partnerships allow MU and its community partners to share ideas, learn from one another and hold each other accountable.

GOAL 11: INCREASE RESPONSE RATE ON THE CAMPUS CLIMATE SURVEY TO 70 PERCENT BY 2023. ADDITIONALLY, WE WILL INCREASE THE PERCENTAGE OF FACULTY, STAFF AND STUDENTS ANSWERING FAVORABLY ON KEY CLIMATE SURVEY ITEMS TO 85 PERCENT OR HIGHER BY 2023.

STRATEGIES

A. Adopt and integrate the Principles of Community to create a campus environment where faculty, staff and students have a strong sense of belonging.

- Expand existing collaborative agreements to better engage Missouri citizens with research and public programs celebrating heritage, identity and diversity.

B. Scale the successful Citizenship @ Mizzou program to faculty and staff. This program uses music and dialogue to talk about active citizenship, controversy and civility and being an ally. Citizenship @ Mizzou currently focuses on freshmen and transfer students through orientation materials and Welcome Week.

C. Increase participation in diversity and inclusion programming provided across campus from our signature events such as the Martin Luther King Jr. lecture to programming offered through The Bridge in the College of Education, the Inclusivity Center in the College of Engineering, etc.

D. Elevate the visibility of MU's 5 social justice centers:

- The Gaines/Oldham Black Culture Center
- The LGBTQ Resource Center
- The Multicultural Center
- The Relationship and Sexual Violence Prevention Center; and
- The Women's Center

E. Increase the number of structured activities that help MU's international scholars become more engaged across campus.

F. Develop new and enhance existing advisory councils in each school and college related to inclusion and equity.

G. Create an environment that encourages the active engagement of individuals with diverse backgrounds and perspectives by bringing the community together for fact-based, civil conversations about national, regional and local issues.

- Invite nationally-recognized facilitators to organize challenging intellectual discourse that is a hallmark of an AAU institution
- Build our students' capacity to engage in critical reflection around controversy, civility, implicit bias and allyship through the Citizenship at Mizzou program.

**MU DEFINES
DIVERSITY
BROADLY AS
THE VARIOUS
MIX OR
COMBINATIONS
OF HUMAN
DIFFERENCES.**



M Ellis Fischel
Cancer Center

EXCELLENCE IN PLANNING, OPERATIONS & STEWARDSHIP

In line with the continued pursuit of excellence, we must assess how we invest all of our resources at the University of Missouri. Strategy drives budget, and that mantra must be part of the campus culture. Our ability and willingness to focus is especially crucial during the current financial climate within higher education. We value the investment that taxpayers make in us, and the dollars our students invest in themselves through tuition.

To show how much we value it, we commit to being transparent about how we use time, money and personnel. Transparency will help us be the stable, trusted university that Missouri deserves. At MU, we want to continue to be good stewards in every sense of the phrase.

In addition to becoming more transparent to our internal and external stakeholders, we want to commit to embracing decision-making informed by data – and, of course, context – throughout all levels of the university. To achieve our lofty yet attainable goals, we need to focus resources on MU's areas of strength to continue to differentiate the university. Identifying areas of excellence, as we develop new processes and create new budget models, among other things, will be greatly informed by data moving forward.

Because strategy drives budget, we are also rethinking the way we allocate resources across campus. A group of faculty, staff, students and administrators were charged in spring 2018 to reconsider how we allocate our resources and to identify new models that would address critical needs and investment opportunities.

Self-evaluation is key in becoming the type of innovative, comprehensive flagship university that we strive to be.

With the help of a University of Missouri System-led effort, MU completed an Administrative Review in December 2017 with the goals of identifying administrative efficiencies and streamlining operations by reducing redundancies across administrative functions.

As of the beginning of the 2018-2019 academic year, we are making strides in adjusting operations structures because of this review. A campus community-led steering committee worked with external consultant PricewaterhouseCoopers to identify inefficiencies, find improvement opportunities in human resources, information technology and finance that could drive higher productivity.

We intend on turning this process into something that helps the culture at MU. We want to increase retention, performance and job satisfaction by identifying where inefficiencies occur and working through those with the help of our employees.

As part of this, we have to rethink the way that the university is organized.

According to the Activity Analysis Survey that was conducted in spring 2018 (with a 96 percent completion rate), there are work redundancies that we need to address. Our employees showed us that there are places where, with some creativity, we could help them better use their skills and time.

It is clear we can make gains in the services delivered in these administrative areas. Improvement of the tools employees have to use will enable us to free up time wasted by ineffective and outdated processes.

GOAL 1: STRIVE TO ENSURE A SAFE LEARNING, LIVING AND WORK ENVIRONMENT.

STRATEGIES

A. Continue to foster a culture of safety through a wide range of services to the MU campus community.

- We are one of the top schools in the nation when it comes to safety resources, offering members of the campus community numerous opportunities to enhance their safety through training and classes. We will continue these best practices.

B. Coordinate semi-annual emergency management and safety drills and test the emergency notification system. Mizzou's robust emergency plan is co-directed by the MU Police Chief and the Director of Environmental Health & Safety. Mizzou has established a good relationship with city, county and school district officials who meet monthly to discuss safety measures.

C. Identify, purchase and oversee a comprehensive integrated camera system for university buildings and properties. Currently, there are more than 900 decentralized analog cameras campus wide; centralizing monitoring and purchasing an additional 1,000 surveillance cameras will provide a more reliable safety/security system.

D. Provide (Citizens Response to Active Threat, self-defense, lab safety, etc.) training in locations across campus and after hours to reach the campus community as well as provide faculty and staff with emergency evacuation plans, guidance in locking classrooms during a threat and other emergency planning procedures.

E. Recruit and hire a diverse police officer work force that mirrors the campus community with the goal of increasing department strength to 50 sworn officers.

GOAL 2. ENSURE THAT STRATEGY DRIVES BUDGET.

STRATEGIES

A. Implement a new resource allocation model that gives transparency into what drives our revenues and expenses. This new model will highlight our commitment to our mission and priorities. Through that transparency and priority setting, individual decision makers will be more empowered to make decisions in alignment with MU's overarching goals.

- Explore new model options through the Resource Allocation Model Committee, which will make recommendations during fiscal year 2019 that will then be widely vetted, communicated and tested across the university.
- Ensure during fiscal year 2020 that adoption of the new model goes as smoothly as possible, thereby avoiding costly unintended consequences.
- Adopt the new model for revenue and expense allocation starting fiscal year 2021.

B. Create a strong financial accountability environment. Each decision maker who manages resources on MU's behalf will be expected to demonstrate their adherence to sound financial practices in the context of meeting the academic, programmatic and mission objectives for which they are responsible.

- Develop reporting tools to track goals and metrics. These tools will give these individuals the information they need to meet these expectations.
- Develop goals and metrics with our stakeholders for every level of the university enterprise to provide clarity about how each unit fits into broader goals and expectations.
- Conduct consistent review of progress against these goals and metrics at all levels.

C. Analyze results from the activity analysis survey to study the level of, and cost associated with, the current central and distributed organization of human resources and finance work at MU. This data will inform decisions regarding how to improve services and efficiency.

- Develop data packets for each college, school and division (CSD) based on the survey information.
- Evaluate the data with stakeholder groups and make recommendations regarding opportunities for efficiency and effectiveness gains within each CSD.
- Insight from each analysis will inform possible university-wide changes to improve service, efficiency and effectiveness.

GOAL 3. EXPAND AND REFINE CURRENT USES OF DATA IN DECISION-MAKING PROCESSES.

STRATEGIES

A. Create the Office of Institutional Effectiveness to promote and coordinate data in decision-making throughout all critical operations on campus and within the UM System. (This strategy also appears in the Research and Creative Works section of this plan.)

GOAL 4. PRODUCE NET NEW REVENUES THAT HELP US CONTINUE TO KEEP MU AFFORDABLE.

STRATEGIES

A. Examine the current tuition and fee levels to find ways we can simplify the structure for students while assessing how appropriate our current rates compare to the market rate of similar programs.

- Align the cost of programs with what we charge. This is critical, as students increasingly become the primary payer for their education.
- Identify and take advantage of all cost-savings opportunities, without cutting corners in program delivery. Making programs less expensive at the cost of the quality students expect from MU is unacceptable.

B. Through the student success initiatives highlighted in the first compact of this plan, improved student retention will have a positive financial impact for MU.

C. Support the expansion of programs both online and on campus where there is strong demand - and therefore revenue opportunities.

D. Foster an environment that encourages pursuit of entrepreneurial activities, as outlined in the Research and Creative Works compact.

- Address and intervene where there are impediments to progress.
- Provide flexibility wherever we can to allow for investment in ventures, ideas and strategies.

GOAL 5. IMPROVE QUALITY OF SERVICES, EFFECTIVENESS AND EFFICIENCY WITHIN HUMAN RESOURCES AND FINANCE.

STRATEGIES

A. Develop a comprehensive talent management philosophy and framework in order to attract, develop and retain top talent.

B. Foster a culture and work environment that is inclusive, diverse and collaborative – and one that inspires excellence.

C. Create a workplace culture that values faculty and staff health and wellbeing – physically, mentally and socially.

D. Optimize MU's service delivery models by driving opportunities to:

- Streamline manual and transactional work to create efficiencies and implement opportunities for shared services;
- Create centers of expertise to develop and execute strategy, policies and procedures;
- Define how services are to be delivered on campus to support inquiries, advice and consultation for leadership; and
- Evaluate where there are needs to meet external market forces and allow appropriate variations from common business practices in finance and human resources.

E. Evaluate and implement policy improvements, which impact effectiveness and efficiencies.

F. Evaluate variations across processes, programs and operations to identify common approaches and mitigate risk.

G. Evaluate the return on investment of existing and new technologies in support of efficiency and effectiveness, as well as improved data analytics and reporting.

GOAL 6: REDUCE DEFICIENT FACILITY SQUARE FOOTAGE IN ORDER TO REALLOCATE SAVINGS TO BUILDINGS THAT IMPROVE AND SUPPORT STUDENT SUCCESS, OUTREACH AND RESEARCH.

STRATEGIES

A. Reduce square footage by 750,000 gross square feet by 2023

- Facility needs for campus total \$786 million, with a growth rate of \$35 million in annual deferred maintenance. At the current growth rate, by 2025 the total projected deferred maintenance need will be more than \$1 billion, and this is without adding a single square foot to education and

general (E&G) space. Consultants' building assessment surveys of E&G facilities have identified 43 buildings in need of renovation, removal or replacement.

B. Refine Mizzou Stewardship Model to include a process for space reduction and invest recaptured operations dollars to create, support and maintain existing and future high-performing campus buildings.

- The Mizzou Stewardship Model addresses deferred maintenance by using E&G facility maintenance allocations wisely to complete renovations that bring buildings up to current life safety and ADA codes while providing state-of-the-art facilities for today's academic community.
- This model eliminated \$56.75M of deferred maintenance in six academic buildings while adding 412 classroom seats, 232 STEM class lab stations, almost 40,000 gross square feet of additional space and improved collaboration/study areas by repurposing previously unusable space due to condition.
- Ensure that footprint reduction eliminates waste without compromising programs or resources benefiting students, staff, faculty and the community.

GOAL 7. REDUCE ADMINISTRATIVE COSTS AND IMPROVE QUALITY OF SERVICES WITHIN INFORMATION TECHNOLOGY

STRATEGIES

A. Focus IT efforts and create changes that improve efficiencies, improve quality, reduce cost and facilitate innovation. As these changes create savings, we will move dollars from IT to the academic mission of the university.

B. Design and implement an integrated IT organization that spans across the university.

- In collaboration with diverse institutional leaders and incorporating the data gathered in the Activity Analysis, we identified the high-level deliverables that will form the foundation of the new IT organization:

○ Organizational structure: Reporting lines and feedback loops to foster accountability.

○ Role definitions: Detailed mapping of interdependent roles, points of authority and decision-making modalities.

○ Human resource mapping and tasking: Placing people into roles to maximize the efficiency of the new organization.



o Culture and behavior: Establishing expectations, norms and behaviors that support the mission and values of the UM System and all universities.

C. Organize work into domains, establish accountability and ensure completeness in our planning through Shared Services and Centers of Expertise. We established and defined eight areas that will be assigned according to the organizational structure:

- IT strategy and architecture
- Management and administration
- Security and compliance
- Infrastructure operations
- End user support
- IT development
- Application support
- Research IT support
- Academic IT support

D. Model and advocate for the increased use of digital tools to improve workflow efficiencies, process integration across units and universities, and data-facilitated decision-making.

E. Eliminate duplications of effort within the integrated IT organization.

F. Standardize and leverage economies of scale across all divisions, with savings directed toward the academic mission.

Through our new structure, focus and coordinated efforts, we will create capacity and governance for technology innovation as a lever to support the university's missions, within and outside IT.

AT MU, WE WANT
TO CONTINUE
TO BE GOOD
STEWARDS IN
EVERY SENSE
OF THE
PHRASE.



SHOW ME THE WAY

IMPLEMENTATION

Our bold vision for Mizzou is built on our core values of excellence, discovery, responsibility and respect. While we have challenges, there is a momentum for change leading the way.

As identified in the compacts above, our success is critically dependent on the caliber of human, physical, technological and organizational capital in which we invest.

The implementation strategies that will pave the way to success rely on the following enablers:

INVESTMENTS IN PHYSICAL INFRASTRUCTURE AND TECHNOLOGY

Our physical and technology infrastructure must support and grow with the needs reflective of our lofty goals.

We must consider ways to use space more efficiently and incentivize strategic space reductions. We must consider decommissioning and demolishing old buildings that no longer meet today's standards for research and teaching and invest in facilities remediation where needed. Our physical and technological infrastructure must grow to support research excellence so we can double externally funded research.

Our aspirations for doubling research also call for significant investments in new centers of excellence like the TPMC, the Institute for Nano and Molecular Innovations Facilities Development and new core facilities development. We must develop support structures in sponsored projects, grant project management and data analytics so productive researchers can focus on grant writing, rather than grant management and administration. Related to this, we must invest in additional space to create new facilities such as a Visitor Center, Student Success Center and Transfer Student Center, which will help us achieve our student success goals.

Other investments such as a Center for Engagement and Outreach, an Executive Education Conference facility, a Center for First Responder Excellence, will help us reach our goal of creating high-touch experiences for citizens across the state.

Finally, a world class data center, computing, storage and networking enhancements and investments in disaster recovery systems will protect the integrity of our data-informed work.

INVESTMENTS IN HUMAN CAPITAL

We recognize that the most valuable opportunities lie in the human capital investments we make. Our people define our possibilities, and the possibilities are endless.

During the next five years, we must hire strategically. Our faculty, staff and administrators will enable us to achieve our goals in every compact in this strategic plan. At the same time, we must invest in professional development across the broad spectrum of disciplines at MU that contribute to the enrichment of the lives of everyone. Thus, we must ensure that we have a full range of development and recognition programs that enable and recognize all who are helping us achieve our goals.

Recruiting the most sought after researchers, the most engaging teachers and the most dedicated staff members is key to enabling the implementation of our plan. In addition, we must invest in talent management systems that reward high achievers in all areas. We must create incentive programs that make it easy for exceptional researchers to excel. By creating nimble recruitment processes, well-defined promotion policies and agile retention systems, we will better retain our highest performers. We expect our faculty to excel at teaching, research and engagement, and we value them for that. Additionally, we must ensure continuous learning opportunities for faculty and staff, and our promotion standards must be rigorous so we promote and tenure the best in their field.

ALLOCATION SYSTEMS THAT ALIGN INCENTIVES WITH GOALS

We must create budget and incentive allocation systems that lead to decisions and actions that will help us achieve our goals.

We are working to create new models for allocating the budget that reward research excellence, student success, inclusive excellence and community engagement. Additionally, our allocation models must continue to reward interdisciplinary collaborations.

SHARED SERVICES MODEL

We must create models that drive operational efficiencies, shared capabilities and integration of systems that avoid duplication. The range of opportunities where we increase integrated support and reduce duplication has grown over time – from systems that allow for integration of health, counseling and wellbeing and disability of students, to centralized Title IX training, to IT, HR and security services for students.

We must consider ways to share services across areas in a way that reduce costs and increases integration. Developing a support infrastructure that incentivizes resource sharing, efficiencies in HR, operations and administrative support will lead us to savings we can reinvest in the core mission of the university – education, research and engagement.

DATA-DRIVEN, AND AGILE DECISION MAKING

Technology and data analytics enable us to build systems that foster data-informed decision-making. We must invest in technology and data-support systems that foster build upon that momentum in using data to make decisions, promote learning agility and allow us to incorporate healthier governance mechanisms in decision-making.

RESPECT FOR DIFFERENCES

We must create a learning environment that attracts a diverse student population and a work environment where differences are respected. We must engage community leaders to grow institutional diversity and inclusion, and to provide access and resources to people from underrepresented groups.

TELLING OUR STORY

To improve the way we tell MU's collective story, we have to ensure that stakeholders understand institutional goals and can see how their role at the university contributes to our collective success.

We must create a communications infrastructure capable of providing strategic institutional publications and marketing campaigns that drive MU's key messages to critical audiences to help drive enrollment, elevate our reputation and demonstrate progress toward the goals we laid out in this strategic plan.

Aligning our branding and core messages related to institutional priorities will go a long way toward achieving our goals and capitalizing on the talent that exists across campus in academic units and from within the Joint Office of Strategic Communications and Marketing.

CREATIVE WAYS TO FUND OUR PRIORITIES

With state support declining and limits to tuition increases, we must consider creative new ways to expand our financial resources. We must increase donor support for student scholarships, centers of excellence, buildings, technology and other types of physical infrastructure. At the same time, we must consider new and unique ways to fundraise for administrative and operational excellence that furthers efficiency and augments flexibility.

In addition to centers like the Translational Precision Medicine Complex, the generosity of our donors offers a compelling case for philanthropic support of programs like Artist in Residence, which highlights our excellence in the humanities and creative endeavors.

We must also develop corporate partnerships to support programs that drive student success, teaching excellence and community engagement. Identifying creative, innovative revenue streams by leveraging our emerging technologies and strategic hires will help us better capitalize on those opportunities.

GRATITUDE

The strategies outlined in this document are clearly the result of collective wisdom brought to bear by several stakeholders. We are grateful to everyone who provided input for this roadmap.

This is a living plan that will grow and develop – it may change as circumstances warrant, but it will always be true in spirit to the values enshrined in our compact: Respect, Responsibility, Discovery and Excellence.

“[The University’s] foremost concern is for and with instruction on its campus, teaching the youth of the state. Indeed, is not this the greatest work we can do? I think so... But this instruction may not confine itself to the campus and to the years spent here. It is an incomplete education that stops at commencement, or confines itself to those in the classroom in personal touch with the instructor, however valuable, undoubtedly, classroom instruction.”

**—FROM PRES. WALTER WILLIAMS’
INAUGURATION ADDRESS, 1930**

“The institution belongs to the people; its policy affects them directly; their will respecting it must always prevail.”

**—FROM PRES.
RICHARD HENRY JESSE’S
INAUGURATION ADDRESS, 1891**

THANK YOU

**SOME
VALUES &
ASPIRATIONS
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OF TIME.**

