

Mission, Goals, AND Objectives

Report on the Strategic Planning Process



U N I V E R S I T Y O F M I S S O U R I
C O L U M B I A

May, 1997

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June 1, 1997

Dear Faculty, Students, Staff, and Alumni:

I want to thank the members of the Strategic Planning Advisory Council for the many hours and careful thought which they have devoted over the past four months to defining strategic goals and objectives for MU. Strategic planning which encompasses all aspects of the MU mission is very important for our future and also challenging, hard, and often tedious work. For the patience and persistence of the Council in moving us this far in so short a period of time, I am most grateful. I am particularly indebted to Professor Tom Dougherty, who has provided outstanding leadership for the Council as its Chair.

The process which has led to this initial report has been very open to the MU community. Drafts of working documents were routinely distributed for review and comment to members of the Faculty Council, and a draft of the report was printed in Mizzou Weekly. Drafts were also distributed to the Council of Deans with the request that they be provided to chairs and directors. As a result, the Council received many suggestions from the MU community, and these suggestions have improved the quality of the report. We are grateful to the many individuals who took the time to read drafts and provide comments.

The report should be read with two important points in mind. First, though this is the first report based on the current planning effort, we are building on an excellent foundation of past achievement and great strength in our programs, faculty, students, and staff. Indeed, as I remarked when I assumed my present role last summer, there were many good things "going on," and the challenge was to identify our strengths and to build on them. I believe that this is what the Council has achieved.

Second, this is but the first step in what I believe should be an on-going planning process. In fact, the objective of this effort is to think systematically and comprehensively about our role in a changing external environment, our strengths and challenges, and then, in light of these considerations, to chart a course to make MU stronger, of higher quality, and even more responsive to the needs of our state, the nation, and the world. I believe that members of the Council understand this to be our purpose and that they are prepared in the fall to further refine our goals and objectives and to help us develop aggressive implementation strategies.

Richard L. Wallace

Richard L. Wallace
Interim Chancellor

MISSION, GOALS, AND OBJECTIVES

UNIVERSITY OF MISSOURI-COLUMBIA

Report on the Strategic Planning Process

May, 1997

The University of Missouri-Columbia (MU) is the State's premier public graduate and research institution and is recognized nationally and internationally for its unique and high quality undergraduate program. Since its founding in 1839 as the State's land-grant institution, MU has remained committed to the pursuit of excellence in teaching, research, and outreach programs for the citizens of Missouri. Because of that commitment to excellence, MU is attracting record numbers of quality applicants for admission from Missouri and from potential students throughout the world. MU has become a national asset, and such stature serves Missouri well through the attraction of federal research funding, national foundation grants, increasing private donations, and much well-deserved publicity for our State throughout the country.

Faithful to the land-grant tradition, MU provides an exciting and competitive scholarly environment for high ability students and outstanding faculty members, supported by a staff dedicated to quality and service. The University has many notable accomplishments. Many programs are recognized worldwide for their exemplary accomplishments in the discovery and application of knowledge for the benefit of Missouri residents and others. Research, outreach and extension programs developed by MU's faculty and staff have affected directly the quality of life and economic development of the State and enhanced the educational experiences of students. An educated and technologically competent workforce has been

*'MU is Missouri's
direct route to a global
presence. ...'*

prepared for both the private sector and public service through delivery of state-of-the-art educational programs. In short, the research, teaching and outreach programs at MU have served as economic and cultural drivers locally for Missouri, while also contributing importantly to a broader national and international presence for the State. MU is Missouri's direct route to a global presence, and the future success of the State depends on the continued development of an institution of international renown.

The strategic plan presented in this document outlines the tasks which must be accomplished in order to continue MU's development as an institution of renown and to fulfill its obligations to the state of Missouri. The plan's foundation is MU's mission statement, presented in the next section. Following the mission statement is an overview of the key external forces and trends which will help shape MU's future, as well as the strengths

and challenges internally which are of strategic importance. The remainder of the document focuses on MU's strategic goals and objectives for the next three to five years—the action agenda which, once accomplished, will result in even higher levels of achievement by the institution. It is a bold and exciting agenda and worthy of strong support by the public it is designed to serve.

Mission Statement

The official mission statement for the University of Missouri-Columbia was approved by the Board of Curators on March 20, 1992. That statement, which is to be revised, is reproduced below:

The University of Missouri-Columbia (MU) is the largest and oldest campus of the state's major public research institutions. MU's primary mission in research and doctoral education provides enhanced opportunities and challenges in the undergraduate areas of humanities, arts, and sciences and in selected professional fields and provides the basis for service to the people of the state via outreach programs.

'MU aspires to achieve national and international prominence for its research and educational contributions.'

A predominantly residential campus, MU serves select and diverse undergraduate and professional students from all parts of the state. Its graduate students are recruited nationally and internationally. Through its outreach programs, MU meets selected educational and informational needs of Missouri citizens throughout the state.

MU aspires to achieve national and international prominence for its research and educational contributions. It will build on its research strengths in basic and applied biological and biomedical sciences; nuclear and related physical and engineering sciences; and selected social and behavioral sciences. It will strengthen its leadership roles in agriculture and journalism. Because of its large enrollment of undergraduates, MU will enhance the core disciplines required of all those seeking baccalaureate degrees, giving special attention to areas, such as languages and mathematical sciences, that provide the necessary foundation for truly educated citizens.

Mission statements, by their nature, do not include specific goals and objectives. Rather, the statement presented above suggests a general aspiration level for institutional programs and activities and provides the foundation for decisions about goals and priorities for the future.

The following sections present an overview of the major external and internal forces which also were important in determining MU's specific goals and objectives.

External Trends and Forces

Formation of strategic goals and objectives must take proper cognizance of the external environment within which we exist and to which we must be responsive. The following trends and forces were especially important in shaping focal points for action:

- The competitive environment for attracting high ability undergraduate and graduate students will remain intense. The number of high school graduates will continue to increase in Missouri over the next ten years but less so than in many other parts of the country.
- Increasing demands on state budgets throughout the nation make it unlikely that funding for higher education will increase significantly as a percentage of those budgets. While the governor and the General Assembly in Missouri are very supportive of higher education, other funding requirements may constrain their efforts to provide needed budgetary support. When compared with other states, Missouri ranks 39th in the portion of public expenditures devoted to higher education and 46th in per capita spending on higher education.
- The State economy is strong, but spending caps make it unlikely that revenue will be greatly enhanced for the University.
- Competition for federal and state funds for research will become even more intense and undergo even greater scrutiny as pressures mount for balanced budgets at both levels.
- There will continue to be opportunities for increasing the level of private giving to higher education from individuals, corporations, foundations, and others in those instances where there are creative joinings of institutional need and donor interest.
- Various constituents are expressing concern about the high costs of education, particularly in relation to perceived benefits. There also is a significant amount of public misunderstanding about the mission and purposes of research universities. As a result, there is an increasing loss of confidence and trust on the part of key constituents.
- As a corollary to the above, institutions are expected to be more accountable than ever before for both results (outcomes) achieved and the efficiency of operations.

'MU will continue to form partnerships with corporations, communities, and other agencies and organizations. ...'

- The academic achievements of students in elementary and secondary education remain of concern throughout the nation and present special challenges for colleges and universities. Those challenges are heightened in the case of those who are not prepared properly for university-level work. Opportunities for K-12/community college and university collaborations will continue to increase for economic, educational, social, and political reasons.

 - Rapid advances in technology and changing student demographics continue to present great opportunities for enrichment of student learning and enhanced access through distance learning, including interactive video and internet course delivery, and other interactive instructional technologies. The relatively high cost of much of the advanced technology and the developmental costs require careful planning and selective investment.

 - Transition from the “industrial age” to the “information age” requires that all MU graduates possess the knowledge and skills necessary to navigate digital information sources, assess the quality of information, and use large data bases to draw conclusions and make informed judgments. Continual integration of technology content and skills throughout the curriculum must be planned and constantly kept up-to-date. Lifelong learning skills and access to continuing education programs will be of even greater importance in order to adapt to new and different conditions and career changes.

 - The emerging world economy and the blurring of cultural and social boundaries necessitates a stronger global orientation in learning experiences of all types. Because of its strong international involvement and the presence of many international programs and students, MU can offer a unique learning environment for Missouri residents and others.

 - MU will continue to form partnerships with corporations, communities, and other agencies and organizations to accomplish mutually beneficial goals while sharing resources in the pursuit of those goals. Such ventures often offer opportunities for research and teaching enhancement while also furthering the public service and outreach mission of the campus.

 - Similar to the above, there is increasing recognition throughout the nation of the value to students of “service learning,” i.e., the academically rigorous experience of applying newly acquired knowledge and skills in a variety of public service situations. Such experiences also contribute to the development of character, citizenship, and commitment to community.

 - Major changes projected for health care policies and practices, particularly the growth of managed care, create unique opportunities and challenges for institutions with teaching hospitals. Many of these changes are driven by shifts in federal policies. MU’s strong presence in the health sciences provides a significant opportunity for developing innovative responses to these external forces.
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- The expectations (and hence opportunities) will continue to grow for increased involvement of universities in meeting the economic, social, and cultural needs of their communities, regions, and states. Such expectations take a variety of forms but share the common desire for institutions to be more actively engaged in responding to specific needs of the State through research and outreach activities.
- Changes in the racial and ethnic composition of society present significant opportunities for MU to respond affirmatively to the needs of historically disadvantaged groups.

‘Changes in the racial and ethnic composition of society present significant opportunities for MU to respond affirmatively to the needs of historically disadvantaged groups.’

- Changing regulatory requirements for health, safety, and other factors require constant scrutiny and may necessitate additional expenditures by MU to insure compliance with those requirements.

- MU faces the challenge of communicating to others its uniqueness among the four campuses of the University of Missouri System. MU has distinct historical, alumni and mission differences which require sharp focus in order to appropriately enhance the campus and, ultimately, the UM System.

- MU is a Division I-A member of the NCAA and Big Twelve Conference. It is the only institution in the State which operates at this, the nation’s highest level of intercollegiate athletics. In order to maintain a viable and successful program at this level, MU must be able to attract, retain, and graduate scholar-athletes. While Division I athletic programs are costly, MU has the opportunity to attract the external resources necessary to compete effectively at the national level.

Strengths and Capabilities

The University of Missouri-Columbia has accomplished much throughout its years of service to the citizens of Missouri and, more broadly, to the citizens of the nation and the world. The extraordinary efforts of many individuals and groups, on and off the campus, have made possible such accomplishments, and there is much in which to take great pride. Chief among the accumulated and developing strengths of the institution are:

- MU is the only public Carnegie Research I University in Missouri and one of about 60 in the United States. Membership in this elite group is limited to those universities who grant more than 50 doctoral degrees annually and who generate at least \$40 million annually in federal funding.

■ MU is one of only 60 universities (29 public) in the nation included in the Association of American Universities (AAU). Membership in this group of universities is by invitation which requires the assent of three-fourths of current members. AAU was founded in 1900 by fourteen universities; MU was invited to join in 1908.

■ MU is one of only five institutions in the nation that is a Carnegie Research I, AAU, land-grant university, with all of its colleges and professional schools on a single campus.

‘...MU is recognized as a national leader for its outreach and extension programs.’

Graduates of this comprehensive University benefit from exposure to a broad range of undergraduate, master’s and doctoral programs. The extraordinary variety of offerings provides a rich learning environment for undergraduate and graduate students, a fertile environment for interdisciplinary research, and unique opportunities for Missouri residents and others to be exposed to an intellectually rewarding experience. Such an experience is not without cost, as many disciplines offered at MU (e.g., medicine, veterinary medicine, the sciences, agriculture, fine arts, engineering) require significant dollar outlays to maintain high levels of quality.

■ Within the past few years, several of MU’s highly ranked programs have introduced innovative partnerships that apply campus expertise to help citizens, businesses, and organizations adapt to and exploit the opportunities created by the information revolution. Examples include the multi-college Interprofessional Education Initiative, the Dispute Resolution Center of the Law School, and several externally funded research projects by the School of Journalism on the impact of new technologies on journalism and society.

■ Among land-grant universities, MU is recognized as a national leader for its outreach and extension programs. The majority of the System’s regional specialists have direct ties with departments of the Columbia campus. MU faculty are leaders in developing innovative extension programs which support the overall mission of the University.

■ The University is widely recognized for the quality of its undergraduate education as indicated by:

—the presence of a Phi Beta Kappa chapter;

—a ranking near the top of the nation’s public universities in enrolling national merit and achievement scholars;

—an award winning, and widely emulated, general education program;

—an Honors College generally recognized as one of the best in the country;

—the presence of highly regarded residential learning communities;

—a Campus Writing Program that has produced significant improvements in student performance.

■ MU offers to its students a rich learning environment unequalled in Missouri as a result of its international presence (e.g., high international enrollments, study abroad programs), high quality research programs which directly involve many students, and career oriented programs with a strong liberal arts foundation.

■ The University has a selected number of programs at the graduate/professional level which enjoy outstanding national reputations for research and scholarly productivity.

■ A significant number of interdisciplinary research thrusts have been developed (e.g, Food for the 21st Century, molecular biology) and these programs provide the foundation for expansion of joint activity and collaboration throughout the campus.

■ MU has excellent faculty members who are dedicated to student success and to the advancement of knowledge for the benefit of Missouri residents and society as a whole.

■ The University has the largest nuclear research reactor of any university in the nation, a magnificent resource for both specialized and interdisciplinary research. This facility permits advanced research on complex scientific problems involving faculty from a variety of disciplines.

■ Strategic “niche” planning by colleges, schools and departments has served to identify and develop several unique strengths which focus resources in areas of special need and importance. For example, the College of Business and Public Administration is addressing the phenomenon of organizational change in a rapidly changing business environment, while the Ph.D. in Creative Writing in the Department of English has been recognized as one of the top programs in the nation.

■ Faculty salaries have increased significantly and are now regionally and nationally competitive in most disciplines and fields of study.

■ While facing ongoing challenges of repair and rehabilitation of facilities, MU is one of the most attractive and well-maintained campuses in the nation. Several historic landmarks grace the campus and add rich tradition to the learning environment.

■ The University has been successful in responding to the rural health care needs of the

State, thus providing increased access and quality of care to all residents of Missouri.

- Strong alumni and community support are significant assets and provide the base for further development.
- While additional gains in efficiency and effectiveness should be sought, MU's administrative costs are very low compared to other universities of similar mission and size.
- MU is located in a community with a high quality of life that is nationally recognized as being one of the best places to live in America.

Internal Challenges

The formulation of strategic goals and objectives must also take into consideration the challenges facing the institution in its varied areas of operation. MU, like any other

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university of great accomplishment, must face squarely the fact that it has weaknesses to be remedied if it is to continue to develop to higher levels. Challenges must be confronted successfully in these areas:

- While some graduate and professional programs have excelled, the University's programs at this level generally do not rank as highly as desired in various national rankings.
- Federal research funding is low when compared to other comprehensive research universities.
- Recent gains have been made in undergraduate retention and graduation rates, but significant improvements are needed to ensure greater student success.
- Improvements are needed in the assessment programs of the University to better gauge student accomplishment and the outcomes of the educational process, both short- and long-term.
- MU does not have a comprehensive enrollment management plan which establishes the overall desired size for the campus, colleges, schools, departments, and programs.
- Increasing the diversity of the faculty, staff, administration, and students remains a challenge in order to ensure, for both social and educational reasons, that MU is a leader in responding to societal needs. Significant progress has been made in recent years in attracting and retaining persons of color, but much remains to be accomplished in realizing a truly diverse environment.

■ The campus does not offer foreign language instruction commensurate with the current range and depth of its international involvement. In view of global interactions, the requirements of citizenship in the 21st century, and the need for cross-cultural understanding, more effective approaches to foreign language instruction should be developed and implemented. New technologies and new approaches should be considered to provide intensive language training, individualized instruction, and cross-cultural learning environments.

■ Significant innovations have occurred in instructional technology at MU, but the institution currently has no comprehensive plan for technology development and enhancement (including computing) to benefit students on campus and throughout the State. Moreover, additional progress is needed to improve the ability of students, faculty, and staff in using new instructional technologies.

■ MU suffers, as do most universities, from functional obsolescence of many of its essential teaching, computer and research laboratories and other facilities. Significant investments are needed to (a) modernize selected parts of the physical plant, (b) add the equipment and facilities necessary to accommodate current and projected enrollments and maintain appropriate class sizes, (c) provide appropriate infrastructure and operating support (staff, technology and professional development opportunities) for all faculty, and (d) keep abreast of new technologies.

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'Resource reallocations will be necessary to further strengthen quality in selected fields of high priority.'
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■ Library support at MU remains a challenge, as the overall cost of materials, equipment, facilities, and staffing continues to increase.

■ The University will continue to face the twin challenges of cost control and revenue generation in order to promote educational experiences of high quality at affordable prices. Creativity of the highest order is needed here, as is the will to sharpen the focus and programmatic priorities of the institution. Resource reallocations will be necessary to further strengthen quality in selected fields of high priority.

■ Institutional values are always a topic of great importance as faculty, administrators, and staff struggle to emphasize, and communicate, those “conceptions of the desirable” to students and to one another. We must work together to enhance the presence of civility, collegiality, caring, honesty, quality improvement, professionalism, and other desirable elements of the learning environment.

‘The strategic goals and specific objectives set forth below represent MU’s priorities for action for the next three to five years.’

■ Finally, while MU has strong support among key constituent groups, it should be acknowledged that the University’s strengths often are not communicated effectively to the public. Further attention to external communications is needed in order to better educate the citizenry about one of the State’s greatest assets: the University of Missouri-Columbia.

Strategic Goals and Objectives

The strategic goals and specific objectives set forth below represent MU’s priorities for action for the next three to five years. These action areas have been selected after careful consideration of the external trends outlined above and MU’s internal strengths and challenges. Additionally, it was recognized from the outset that resource constraints require priority setting if MU is to continue unwaveringly in its quest for even higher levels of quality and service.

Strategic Goals 1 and 2 (high quality graduate and undergraduate education, respectively) are of equal importance and represent the primary focus of the University. Strategic Goal 3 (responsible resource management) insures efficiency in the pursuit of the primary focus, and Strategic Goal 4 recognizes the need to set priorities. Strategic Goal 5 is designed to develop a learning and research environment which instills appropriate values. Finally, Strategic Goal 6 focuses on the need to communicate the accomplishments of MU to constituents on and off campus.

Strategic Goal 1: Strengthen research, graduate, and professional programs and improve MU’s stature among public AAU Research Institutions. The broadened planning and priority-setting process proposed below (Strategic Goal 4) will identify those programs to be given greatest emphasis as the University moves toward more focus and selectivity in resource allocation. In addition to those selective enhancements, however, campus-wide efforts need to be undertaken affecting *all* research, graduate, and professional programs. *Specific objectives include:*

—Implement new strategies across campus, by Spring 1998, to strengthen MU’s competitive position in attracting and developing excellent graduate students, including more attractive remuneration, formal mentoring programs, exposure to state-of-the-art technology, and increased opportunities for research and creative activity.

—In order to enhance MU’s overall research mission, increase the amount of sponsored research support per faculty to the median of AAU public universities by Fall 2002, including the setting of objectives at the college, school, and department levels.

—In order to increase both the level of proposal submission to extramural agencies and the success rate, develop and implement by Fall 1998 an Extramural Match Fund to provide matching funds as required by extramural agencies.

—Implement new strategies, by Spring 1998, to strengthen MU's competitive position in attracting the very best new faculty research scholars, including the provision of competitive start-up funds and funds to renovate research space.

—Review the current Research Incentive Fund and other incentive programs and make needed changes by late Fall 1997 to ensure that faculty receive appropriate encouragement and that MU's overall research mission is maximized.

—By late Fall 1997 develop a strategy to increase external research funding through the development of partnerships with national laboratories, corporations, and other organizations and agencies with whom MU shares common goals and values. In seeking increased levels of external funding, the focus will continue to be on good scholarship and the needs of the community. Disciplinary differences in available levels of external funding should be recognized.

—Encourage disciplinary strengths and the formation of additional interdisciplinary research teams, including undergraduate and graduate researchers, to address problems of societal concern (with special emphasis on the needs of Missouri), utilizing unique MU resources and programs which offer a competitive advantage (e.g., Food for the 21st Century, Molecular Biology, the Nuclear Research Reactor, the Rural Policy Research Institute, Interprofessional Education Initiative).

—Devise a strategy which continues the development of a model Health Sciences Center which will meet the challenge of the changing economic environment in health care. Programs with recognized excellence in education, health care delivery to rural areas, efficient use of health care resources, and in research achievements (particularly those which are interdisciplinary) will be emphasized.

Strategic Goal 2: Maintain a strong focus on student learning that continues to achieve a national reputation for exemplary undergraduate education. High quality undergraduate education is hereby affirmed as a major priority. MU's status as a major graduate and research institution affords significant opportunities for undergraduate students to be exposed to advanced education and research endeavors and, indeed, to be directly involved in such activities. The success of MU to date suggests a high probability of continuing to receive national recognition as a research university for achievements at the undergraduate level. *Specific objectives include:*

'MU's status as a major graduate and research institution affords significant opportunities for undergraduate students to be exposed to advanced education and research endeavors. ...'

—Continue to implement MU's model general education program, recognizing that additional revisions to the general architecture of the program may be needed. The core features of MU's general education program have been widely emulated, and several prestigious national awards serve as evidence that much already has been accomplished. General education review is an ongoing process at any progressive university and will continue to be of high priority at MU.

—Expand opportunities for undergraduate students to conduct research and scholarly activities with faculty, both on and off campus. Already a hallmark of the undergraduate program, these experiences should be made available to as many undergraduates as possible, with particular emphasis on the freshman and sophomore years.

—Strengthen significantly the advising programs at MU, particularly for undecided students, and develop appropriate incentives and technologies for increased faculty involvement in advising, mentoring, and developing students.

—Develop by Spring 1998 an innovative technology education program which arms all students with the skills necessary to access and interpret the information necessary for career success and effective citizenship, including internet and web literacy. All graduates of MU should be technologically literate in their respective fields of study.

—Increase the graduation rates for MU students by increasing the number of learning communities (on and off campus), developing an early warning system for quick response to students experiencing difficulty, creating a Student Success Center to consolidate existing retention and support services, implementing strategies to develop a strong sense of community on campus, and removing all barriers (e.g., class scheduling difficulties) to students' ability to graduate in a timely manner.

—Implement and support any necessary curricula changes and extra curricula programs to ensure appropriate emphasis on leadership and professional development, international and cross-cultural experiences, and learning through service and outreach to others.

—Increase the emphasis on recruitment of National Merit, Curators, Brooks, and Bright Flight scholars while providing continued access to an increasing number of qualified Missouri residents.

—Further enhance the Honors Program by accepting ten to twenty percent more students who qualify and by introducing freshman research scholarships for very high ability students.

—Continue to enhance the quality of undergraduate instruction through appropriate development and training programs for faculty and graduate teaching assistants, including interactive learning technologies.

Strategic Goal 3: Develop and manage resources appropriately so that (a) Strategic Goal 1 (to strengthen research, graduate, and professional programs) and Strategic Goal 2 (to maintain a strong focus on undergraduate student learning that continues to achieve a national reputation) can be accomplished; (b) MU is a responsible steward of public resources; (c) academic programs are of the high quality needed to meet state, national, and international needs; and (d) the total cost to students is kept at affordable levels. As indicated earlier, external trends suggest limitations on the amount of both federal and state financial support. Those trends, coupled with increasing public concern about costs and accountability, require institutional initiatives to become more efficient and effective in all that is undertaken. To address these matters, MU's *specific objectives include:*

—Continue to develop sources of scholarship support and other forms of financial aid for MU students, recognizing the ongoing commitment to make high quality educational opportunities available to all qualified Missouri residents and others.

—Explore the feasibility of a tuition stabilization program.

—Continue to reward outstanding faculty and staff performance by achieving salary levels fully competitive with other public AAU Research I institutions by Fall 2000.

—Begin immediately to expand the number of partnerships with institutions and communities in Missouri and elsewhere to conserve resources and, simultaneously, increase the accessibility and quality of MU's instructional, research, and extension and outreach programs using appropriate technologies.

—Increase private giving to \$40 million annually by the year 2000, an amount that is approximately double the annual giving in 1995. By early Fall 1997, test the feasibility of conducting a major capital gifts campaign.

—Strengthen the quality improvement program designed to streamline administrative support services, increase internal collaboration and teamwork, and continue to enhance a strong user orientation in all areas.

—Continue to upgrade technology, computer labs, and technological training and support to assure that all faculty, staff, and students can effectively achieve the objectives of MU's research, teaching, and outreach programs.

Strategic Goal 4: While continuing strategic planning at the departmental level, broaden MU's planning efforts to establish institution-wide priorities for program development and enhancement. This broadened planning strategy will encourage multi- and interdisciplinary approaches and establish priorities for selected academic program development and enhancement, support services, auxiliaries, libraries, computing services, extension programs, and athletics. *Specific objectives include:*

—Through the mission enhancement program of the Missouri Coordinating Board for Higher Education, secure additional funding for programs of strength which meet State needs and provide advanced educational and research opportunities for students.

—Develop a comprehensive enrollment management plan to take effect in Fall 1998 that focuses on recruiting, retaining, and graduating students and that carefully analyzes the effects of alternative enrollment patterns on the quality of the learning environment at MU. Such plan should attempt to identify the optimum enrollment levels for MU and its schools, colleges, departments, and programs.

—By Spring 1998, develop a technology master plan to guide strategic investment decisions to enhance research and teaching programs on and off campus. The plan should provide the infrastructure necessary both to send and receive lectures, demonstrations, and other forms of instruction.

—Develop and implement a funding strategy by late Spring 1998 to renovate appropriate campus facilities and upgrade the information technology infrastructure, including identification of specific projects and timetables.

—Enhance MU's effectiveness in distance education by reaching more non-traditional students, disseminating information from applied research, and serving as a partner in community-based problem solving. By Spring, 1998, develop a comprehensive distance education plan to accomplish this objective.

—Increase the campus support for thorough assessment of programs and student learning outcomes to assist in curriculum design, advising, and overall enhancement of program effectiveness and relevancy.

Strategic Goal 5: Strengthen the University's commitment to institutional values that reaffirm common goals of collegiality, shared decision making, consensus building, integrity, freedom of inquiry, public responsibility, and respect for the dignity and rights of others. MU seeks to prepare its students for the world of work to be sure, but preparation for responsible citizenship and quality of life is of equal concern. Building a civil society internally serves as modeling behavior for students while also creating a more satisfying and productive work environment. *Specific objectives are:*

—Build on current achievements by increasing the diversity of students, faculty, and staff for the benefit of the campus community, Missouri's economic future, and students' ability to learn, live, and work in a global environment. By late Fall 1997 begin implementing an enhanced campus diversity plan which includes (a) specific goals for the ethnic, gender, and geographic composition of the University, and, most importantly, (b) innovative strategies for enhancing interactions among diverse individuals and groups.

—By Spring 1998 develop a formal institutional statement of the values cherished in a learning community and, importantly, the means for infusing those values in daily actions and recognizing notable accomplishments.

—Through a variety of means, actively engage the campus community in open discussions of the relationship between individual and departmental accomplishments on the one hand and institutional objectives on the other.

—Encourage colleges and departments to consider the development of courses focusing on ethical standards and behavior in the various professions.

—Explore the creation of a new interdisciplinary center to stimulate faculty teaching, research, outreach and extension and discussion on issues and practices related to professional ethics and civic responsibility.

Strategic Goal 6: Strengthen communication throughout the campus and with key external publics positioning MU as one of the nation's great land-grant universities known for the achievements of selected graduate and professional programs, for the unique quality of the undergraduate experience, and for nationally competitive athletic programs.

Previous sections of this plan have presented bold challenges and opportunities which, when accomplished, need to be communicated simply and forcefully to MU's many constituents.

Specific objectives include:

—Enhance communication with targeted audiences to achieve increased support for the University.

—Design the methodology for evaluating the success of this strategic plan and for communicating the results to key audiences.

'The ambitious agenda presented in this plan will require significant energy, appropriate organization, and follow-through.'

—Increase the involvement of MU constituents in the ongoing life of the University in order to generate stronger, personal identification with the University.

—Continue to strengthen the role of extension and outreach in communicating ongoing MU scholarship and research results to Missouri citizens, and continue to strengthen the outreach function's ability to identify State problems for which MU scientists can offer potential solutions.

—Continue an appropriate level of institutional support for men's and women's intercollegiate athletics, which brings positive national recognition to the University and the State and provides a catalyst to unify students, faculty, staff, alumni and other friends of MU.

—Utilize the services of the MU Alumni Association, as a network of informed and committed volunteers, to communicate the interests and needs of MU to various constituencies.

Toward Implementation

The ambitious agenda presented in this plan will require significant energy, appropriate organization, and follow-through. With support from the Chancellor and his staff, the Strategic Planning Advisory Committee (SPAC) will monitor the results produced during the months ahead.

The methods and time lines for reporting periodically to the President, the Board of Curators, the Coordinating Board for Higher Education, the Missouri General Assembly, the Governor and other members of the executive branch, alumni, and other key constituents must be determined by the Chancellor in consultation with the SPAC. Attention also must be given to effective communication of progress and results throughout the campus on a regular basis.

Concluding Remarks

The University of Missouri-Columbia is planning from a position of strength. Much has been accomplished, but more can (and must) be done to enlarge MU's achievements in instruction, research, and outreach programs of all types. This strategic vision and action agenda provides the blueprint for further progress and development as an institution of the first class, a leader among public AAU Research I institutions. For the citizens of Missouri, and for the campus community, MU should settle for nothing less.

