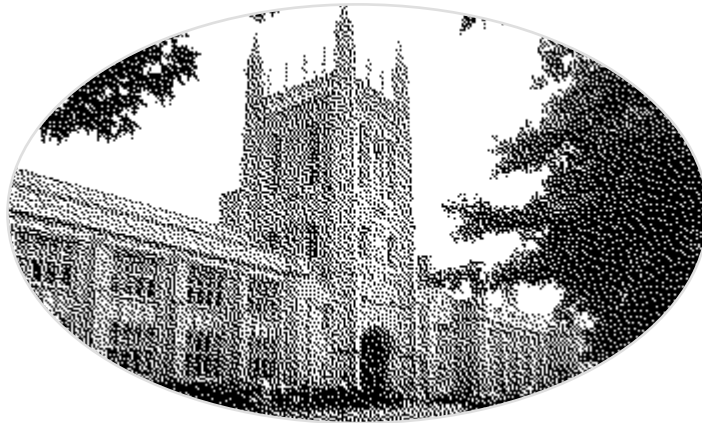


# *Mission, Goals, and Objectives: Implementation Strategies*

*Second 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

*April, 1998*

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April 1, 1998

Dear Faculty, Students, Staff, and Alumni:

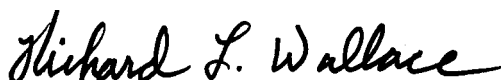
Once again, I would like to take this opportunity to thank the members of the Strategic Planning Advisory Council for their assistance with the strategic planning process. They devoted many hours to developing and refining implementation strategies to achieve the goals and objectives identified in their first report. I am again indebted to Professor Tom Dougherty, who continues excellent leadership of the Council as Chair.

This second report on the planning process focuses on the implementation strategies necessary to accomplish each of our goals and objectives. You will notice that a "coordinating office" is identified for each objective, and I plan to work closely with those people during the next few months to ensure that appropriate steps are being taken toward accomplishment of each objective.

The Strategic Planning Advisory Council will meet again in early May to review progress on the accomplishment of the goals and objectives. We will also consider current internal and external forces that will have an effect on our ability to work toward specific objectives at this time, and we will revise the strategies and target dates for accomplishment if necessary.

The objective of this effort is to think systematically and comprehensively about our role in a changing external environment and about our strengths and challenges. Then, in light of these considerations, we will 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. In that regard, I would very much appreciate your letting me know if you have suggestions for improving the current strategic planning process. I look forward to working with the MU community to further refine and accomplish our strategic planning goals.

Sincerely,



Richard L. Wallace  
Chancellor

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## MISSION, GOALS, AND OBJECTIVES: IMPLEMENTATION STRATEGIES

**Introduction** The first report on the strategic planning process at the University of Missouri-Columbia (MU), entitled *Mission, Goals, and Objectives*, was released in May 1997. That plan presents the fundamental mission of MU and the strategic goals and objectives “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.” Six strategic goals are identified in the May 1997 document, along with 41 specific objectives.

This document constitutes the second report on the strategic planning process and is a logical extension of the first. It focuses on the implementation strategies necessary to accomplish each of the strategic goals and objectives contained in the May 1997 document. The challenge at this stage of planning is to ensure that the strategic goals and objectives established for MU infuse the day-to-day operations of all parts of the institution. The implementation strategies presented in this document serve as the bridge between goal-setting and operations, the connective link between aspirations and actions. Changing circumstances may necessitate changes in selected strategies as the plan evolves, but the underlying motivation remains the same: to constantly search for ways to improve performance and to thereby insure that MU is serving well the interests of students and taxpayers.

It should also be noted that the mission enhancement program of the Missouri Coordinating Board for Higher Education is proceeding concurrently with this effort and is reinforcing of the implementation strategies contained in this document. The programmatic emphases targeted for funding in the mission enhancement process were selected with the advice of the Strategic Planning Advisory Council (SPAC), the same body which provides counsel and oversight for the broader strategic planning effort.

There are six major parts of this report, one for each of the six strategic goals. Within each section, the format is the same: the office responsible for coordination of efforts is identified first, followed by the specific implementation strategies for each objective. Presented next are the outcome measures which will be assessed regularly to determine MU’s success in accomplishing each objective. The implementation strategies and outcome measures are very specific for each objective and, where appropriate, include time lines for accomplishment. Not all strategies can be implemented at the same time, of course, and priorities will be established based on budget conditions and other factors as the process continues to unfold.

As a final introductory note, it is important to emphasize that the purpose of identifying a “coordinating office” for each of the 43 objectives is to ensure a single point for, when appropriate, coordination of efforts throughout the campus and for reporting of results achieved. It is the collective effort of faculty, staff, students, and supporters of MU that will actually produce the desired results and ensure ongoing improvements in performance.

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## □ 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.

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Objective 1: 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.

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Coordinating Office

Graduate School

Implementation Strategies

1. Provide ongoing support for departments and faculty in their efforts to recruit and retain outstanding graduate students, including appropriate financial support and, where necessary, overall coordination of effort.
  2. Emphasize, on an ongoing basis, campus visitation programs for potential students, graduate school preview days for undergraduates, travel to recruitment fairs, and direct mail campaigns.
  3. Expect all colleges and schools to communicate in writing their specific goals and strategies for graduate student recruitment, retention, and graduation.
  4. Encourage all academic units to share successful experiences in order to maximize graduate student success at MU.
  5. Insure that the campus and all departments offer appropriate orientation programs for beginning graduate students.
  6. Monitor progress of first-year graduate students more closely than at present, both departmentally and at the campus level.
  7. Encourage a stronger emphasis on career planning for graduate students, both departmentally and at the campus level.
  8. Increase the average fellowship and assistantship award 20 percent by 1999-2000 and remain competitive with AAU institutions in all years thereafter.
  9. Increase the number of graduate fellowships and assistantships 10 percent by 1999-2000.
  10. Work with departments to conduct ongoing surveys of students to determine satisfaction with, and perception of, graduate programs at MU.
  11. By Fall 1998, significantly increase the number of research internships and faculty mentors for undergraduate students in order to stimulate their interest in graduate education. (See also Strategic Goal 2, Objective 2.)
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12. Provide appropriate exposure to technological advances for students in all programs.
13. By Fall 1998 establish a funding source to increase support of graduate student research projects.

#### Outcome Measures

1. Overall number of graduate students successfully recruited.
2. Quality of graduate students successfully recruited as indicated by quality measures appropriate to the discipline.
3. Assessment of the impact of high quality graduate students on the overall learning environment at MU.
4. Amount of fellowship and assistantship funding from both external and internal sources.
5. Number of faculty mentors.
6. Amount of funding for student research projects.
7. Results of undergraduate and graduate student research (e.g., publications, presentations).
8. Ability of graduate students to use technology effectively in teaching and research.
9. Number and percentage of graduate students graduating in appropriate time periods.
10. Number and percentage of graduate students placed in appropriate positions.
11. Career success of graduates.

#### Special Comments

Hold regular meetings with representatives from departments to assess effectiveness and develop/revise strategies as appropriate. Coordinate activities centrally, but ensure that department faculty play lead roles in policy formation.

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Objective 2: 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 with measured yearly increases, including the setting of objectives at the college, school, and department levels. [Revised]

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#### Coordinating Office

Vice Provost for Research

#### Implementation Strategies

1. Increase MU's investment in selected interdisciplinary programs of existing and/or potential strength with funds provided through the Mission Enhancement Program.
  2. Increase the number of endowed professorships/chairs by 50 percent over a five-year period.
  3. Continue to support faculty through allocation of seed money for research by the Research Board and the Research Council.
  4. Ensure ongoing provision of the library resources necessary to support research and creative activity.
  5. Continue to implement the technologies necessary to effectively facilitate and administer research programs.
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6. Continue to provide, on a selective basis, appropriate start-up funds to build research infrastructure and recruit outstanding faculty.
7. Ensure availability of appropriate matching commitments for federal grant applications in areas of existing and/or developing strengths.
8. Ensure availability of appropriate matching commitments for federal, private and other training grants to attract talented graduate students in areas of existing and/or developing strengths.
9. Provide grant-writing assistance, particularly for multi-investigator applications.
10. Provide appropriate funding for faculty travel to visit potential research sponsors.
11. Develop a funding source to assure bridging funds to sustain research momentum of faculty who have a temporary lapse in external funding.
12. Determine the space needed for research activities on campus and develop by Fall 1998 a plan for providing the necessary facilities through new construction, renovation, and/or reassignment of existing space (also see Strategic Goal 4, Objective 4).

#### Outcome Measures

1. Sponsored research support per faculty compared to the median of AAU public universities for the campus as a whole and for colleges, schools, and departments. Yearly increases in external support will be judged relative to federal resources, growth in funding from private foundations, new collaborations with industry, and the general economy.
2. Number of endowed professorships/chairs.
3. Availability of the funds necessary for infrastructure development, matching commitments, seed money, bridging funds, grant-writing assistance, library support, faculty travel, and graduate student fellowships.

#### Special Comments

The Vice Provost for Research should oversee the strategies listed above and assess their success, advised by experienced faculty who have distinguished research records.

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Objective 3: 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.

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#### Coordinating Office

Vice Provost for Research

#### Implementation Strategies

1. Revise and expand the PRIME Fund to include cost-match for grants involving (a) major research equipment, (b) instructional innovations, and (c) project oriented, especially multidisciplinary, research programs. Establish an annual level of \$2 million per year for the PRIME Fund by Fall 1999, with appropriate adjustments for inflation and other factors in succeeding years.
  2. Develop explicit criteria for committing dollars from the PRIME Fund to departments, centers, and faculty.
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### Outcome Measures

1. Number of grant applications prepared by faculty which involve matching commitments.
2. Number and percentage of grant applications successfully funded which involve matching commitments.
3. Maintenance of the PRIME Fund at budget levels necessary to stimulate faculty involvement.

### Special Comments

Budgetary support for the PRIME Fund should be provided through campus allocations and through contributions from colleges, departments, and centers. The Vice Provost for Research should determine the appropriate combination of funding sources.

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Objective 4: Implement new strategies, by Fall 1998, to strengthen MU's competitive position in attracting the very best new faculty, including the provision of competitive start-up funds, library resources, research space, and other forms of support for research and creative activities. [Revised]

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### Coordinating Office

Provost

### Implementation Strategies

[Note: Many of the strategies listed under Objectives 2 and 3 also will support achievement of Objective 4.]

1. Continue to utilize salary savings and Research Incentive Funds at the college and department levels to assist in faculty recruitment.
2. Establish by Fall 1998 a specific annual budget target at the campus and college levels for the purpose of providing start-up funds, library resources, and space for new faculty.
3. Ensure, on an ongoing basis, that competitive salaries and benefits are established and maintained on a discipline-by-discipline basis to attract outstanding scholars.
4. Continue to solicit necessary support from the General Assembly and from external funding sources for new construction, building renovation, and equipment in support of research and creative activities.
5. Continue to allocate all funds on a selective basis to encourage building on existing strengths and/or developing capabilities in areas of important societal need.

### Outcome Measures

1. Number of new faculty hires enabled through the strategies outlined above.
  2. Amount of external funding generated by new faculty hired with assistance of start-up research funding.
  3. Assessment of the impact of the new faculty on the overall research environment at MU (e.g., increased grant applications, joint publications with existing faculty).
  4. Quality of new/renovated research space made possible through the strategies outlined above.
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5. Resources committed to start-up packages.

#### Special Comments

The Provost and Vice Provost for Research should assume responsibility for coordinating implementation of the strategies and monitoring progress on the outcome measures.

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Objective 5: Review the current research incentive programs and make needed changes by late Fall 1999 to ensure that faculty receive appropriate encouragement and that MU's overall research mission is maximized. [Revised]

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#### Coordinating Office

Vice Provost for Research

#### Implementation Strategies

[Note: Many of the strategies listed under Objectives 2, 3, and 4 constitute incentives for research and thus also will contribute to achievement of Objective 5.]

1. Convene a committee of outstanding research scholars to identify (a) incentives for research that should be implemented and (b) disincentives that may exist and need to be eliminated.
2. With the advice of the committee noted above, consider new strategies for allocation of funds for all research incentive programs.

#### Outcome Measures

1. Number of new incentive programs developed and, ultimately, their impact on external funding, attraction and retention of outstanding scholars, publications, and other traditional measures of scholarly productivity.
2. Number of disincentives for research which are identified and eliminated with the advice of the committee of research scholars.
3. New methods of allocating research incentives which, in the opinion of leading scholars, have the potential for increased encouragement of research and creative activities.

#### Special Comments

The advisory committee of research scholars also could assist the Vice Provost for Research in monitoring the impact of incentive programs throughout the campus.

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Objective 6: By January 1999 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. [Revised target date.]

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#### Coordinating Office

Vice Provost for Research

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## Implementation Strategies

[Note: Several strategies listed under Objectives 2, 3, 4, and 5 can be used effectively to facilitate development of research partnerships and leverage the use of MU resources for this purpose.]

1. Continue and, where possible, expand existing relationships with external organizations to take advantage of existing strengths and ongoing opportunity.
2. Develop by late Fall 1998 a new paradigm of external funders as partners, rather than simply funders, by articulating criteria for decision-making about fruitful joint ventures while also recognizing the need for discipline specific variations.
3. Develop by late Fall 1998 a funding strategy designed to (a) stimulate new partnerships and (b) leverage further existing relationships with external entities.
4. Begin in Spring 1998 a series of planning discussions with deans, department chairs, center directors and others to identify new partnership opportunities which reinforce good scholarship and serve community needs.
5. Establish by Fall 1998 a program to assist and to enhance the expertise of faculty in dealing with private foundations and industry/lab partnerships.
6. Review and revise the University's structure for intellectual property, patents, and licensing.

## Outcome Measures

1. Number of new partnerships.
2. Number of existing partnerships which are enhanced in scope and/or quality.
3. Level of external funding generated through partnerships.
4. Research productivity (e.g., joint publications, patents) emanating from partnerships.

## Special Comments

Implementation of the various strategies should take proper account of disciplinary differences. The Vice Provost for Research should take the lead role in the implementation process.

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Objective 7: 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. (Revised)

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## Coordinating Office

Vice Provost for Research

## Implementation Strategies

[Note: Many of the strategies listed under Objectives 2, 3, 4, 5, and 6, once implemented, also will contribute greatly to the achievement of Objective 7.]

1. Provide ongoing support for, and facilitation of, specific areas of interdisciplinary strength already in place at MU which are responding to significant external needs and opportunities.
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2. Capitalize on existing successes in interdisciplinary research (which already characterizes 28 percent of the externally funded research at MU) by applying, where appropriate, their strategies in the development of new research programs.
3. Strongly encourage faculty to develop proposals for new interdisciplinary research efforts which respond to significant needs of society.
4. Expand selectively the number of faculty positions devoted to interdisciplinary programs in order to build on existing strengths and respond to societal needs.
5. Expand where possible the involvement of graduate and undergraduate students in MU interdisciplinary research projects.

#### Outcome Measures

1. Amount of external funding for existing interdisciplinary research programs.
2. Amount of external funding for new interdisciplinary research programs.
3. Research productivity (e.g., research papers) emanating from existing and new interdisciplinary work.
4. Number of new interdisciplinary teams formed to address societal problems.
5. Extent of involvement of students in interdisciplinary research.

#### Special Comments

MU has unique areas of strength in interdisciplinary research (e.g., Food for the 21st Century, Molecular Biology) which can provide a significant competitive advantage in future grant applications and in development of new ventures throughout the campus. Areas heretofore not involved in interdisciplinary work can learn from these long-established programs.

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Objective 8: 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.

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#### Coordinating Offices

Provost and Deans of the Schools of Medicine and Nursing

#### Implementation Strategies

1. By late Spring 1998 develop a strategic plan focused on future research initiatives and priorities, with particular emphasis on interdisciplinary research.
  2. By summer 1998 enhance the already strong emphasis on service by implementing (a) a customer service improvement process, (b) clinical service standards, (c) focused services and programs for seniors, and (d) comprehensive business development plans for the major service areas and business units of the Health Sciences Center.
  3. Continue and, where appropriate, expand rural health care initiatives through the MU Area Health Education Center and the Missouri Telemedicine Network.
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4. By Fall 1998 expand significantly the Health Sciences Center's network throughout Missouri by adding new practice and clinic sites, expanding the number of hospital affiliations, increasing the number of specialty outreach service sites, and developing "specialty alliances" for behavioral health, ophthalmic, and retirement communities.
5. Continue to pursue shared risk or fully capitated payment arrangements with payers and managed care organizations to increase the number of patients served and the overall quality of services provided.
6. Continue to review and improve clinical service delivery processes to ensure efficient delivery, prudent cost controls, and superior outcomes.
7. By Fall 1998 develop a technology strategy which achieves national recognition for an integrated, cost-effective, user-friendly health information system that focuses on enhanced patient care services and supports both teaching and research.

#### Outcome Measures

1. Timely completion of the strategic plan for research.
2. Results of research program (e.g., research papers).
3. Number of Missourians served through rural health care initiatives and the Missouri Telemedicine Network.
4. Quality of care provided.
5. Number and location of practice and clinical sites, hospital affiliations, specialty service sites, and "specialty alliances."
6. Fiscal results of Health Science Center operations (e.g., cost control).
7. Successful implementation of enhanced technology strategy.

#### Special Comments

The MU Health Sciences Center updates regularly its own strategic plan which provides much greater detail than presented here.

## □ STRATEGIC GOAL 2:

### Maintain a Strong Focus on Student Learning that Continues to Achieve a National Reputation for Exemplary Undergraduate Education

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.

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Objective 1: 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.

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### Coordinating Offices

Provost and Director of the General Education Program

### Implementation Strategies

1. Continue to encourage extensive faculty participation in, and review of, the program to maintain its exemplary nature.
2. Provide the necessary funding to implement the Undergraduate Seminar by Fall 1999, thus completing the program as presented in the original General Education Architecture.
3. Through the mission enhancement program and other sources, continue to provide the library resources necessary to support outstanding undergraduate education.
4. By late Spring 1998 develop in concert with the faculty a recommendation for action regarding communication proficiencies. Proficiencies should include written, oral, and visual communication through appropriate technology.
5. During Spring and Fall 1998 work closely with the faculty to develop recommendations for needed additions to, and/or refinements in, the general education program.
6. By late Fall 1998 develop recommendations for integrating appropriate general education components with residential learning communities (e.g., freshman interest groups) and other identifiable student constituencies (e.g., fraternities and sororities).

### Outcome Measures

1. Results of administering the College Student Experiences Questionnaire (CSEQ) and comparison of those results with students' perceptions at other research universities.
2. Student performance as measured by course grades, portfolios, co-curricular profiles, entrance and exit exams, and standardized tests.
3. Student satisfaction as measured through student surveys and exit interviews.
4. Number of faculty participating in the General Education Program.

### Special Comments

It is extremely difficult to measure the "value added" by general education apart from the knowledge gained from courses in the major, the minor, private reading, co-curricular activities, and simple emotional and intellectual maturation of students. As evident in the outcome measures listed above, "many measures over time" is the best approach.

Also, evaluation of general education would be much easier in a contained core curriculum or a university college, but MU's program is integrated with all other course work and distributed over the full span of undergraduate years. Thus results, and progress toward results, have to be measured more broadly.

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Objective 2: Expand opportunities for undergraduate students to conduct research and creative 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. (Revised)

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#### Coordinating Office

Provost

#### Implementation Strategies

1. Develop plans at the college level by Fall 1998 which specify the types of undergraduates for whom research opportunities are appropriate (e.g., freshman involvement may be highly beneficial in some areas, while the senior year is deemed best in others), criteria for selection of students, and a timetable for involving and supporting appropriate numbers of students in research projects.
2. Continue and, when possible, expand the strong emphasis on undergraduate research already underway in selected programs.
3. Provide the library resources needed to support research activities involving increased numbers of undergraduates.
4. Utilizing the knowledge gained from existing programs, expand undergraduate research activity throughout the campus and seek funding support from external agencies and private donors.
5. As residential learning communities (e.g., residential colleges) emerge, build linkages where appropriate to research programs on campus to enhance student learning.
6. Implement by Fall 1998 the proposal to add a research component to the Honors College.

#### Outcome Measures

1. Appropriate number of students participating in undergraduate research and creative activities.
2. Research productivity of student participants (e.g., joint authorship of research papers).
3. Written self-evaluations by students.
4. Financial support for undergraduate research from external agencies and benefactors.
5. Successful and timely implementation of the research component in the Honors College.

#### Special Comments

College plans for increased involvement of undergraduate students in research and scholarly activities should recognize that significant faculty commitment is required. High expectations should be established for student performance, and students must be adequately prepared to engage in advanced efforts of this type.

Longitudinal studies documenting the impact of undergraduate research involvement should be useful for strengthening such efforts in the future. The Vice Provost for Research should coordinate the development of such evaluation efforts across colleges, departments, and research centers.

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Objective 3: 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.

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### Coordinating Offices

Provost and University Council on Advisement

### Implementation Strategies

1. Continue on an ongoing basis to emphasize the high importance of effective advising in words and actions by the Chancellor and Provost.
2. Assess the current status of advising at MU and by Fall 1998 establish benchmarks for judging performance improvements.
3. Identify those departments at MU which have effective advising programs and, where appropriate, encourage application of these “best practices” in other units.
4. Develop by Fall 1998 a program to expand the use of students as peer advisors, utilizing the experiences gained in successful efforts already underway.
5. Ensure on an ongoing basis that (a) the importance of advising is reflected in workload assignments, achievement awards, and evaluation and reward systems and (b) faculty members are provided adequate data, clerical help, and other appropriate forms of support to be effective advisors.
6. Determine appropriate budget support levels for professional development of teachers and advisors, such as the Advisors Forum, the Wakonse Teaching Conference, and the Wakonse Residence.
7. Continue to implement the processes and recommendations contained in the 1996 report on “MU’s System of Student Advising,” emphasizing three target groups: (a) freshmen and undecided students, (b) at-risk sophomores and undeclared majors, and (c) upperclassmen uncomfortable with their majors, high-achieving students seeking additional challenges, and seniors in transition to careers.
8. Encourage departments to initiate programs for training graduate students in how to be effective advisors.

### Outcome Measures

1. Maintenance of professional development support for advising.
2. Retention and graduation rates for MU students in general and at-risk students in particular.
3. Student satisfaction with advising at MU.
4. Extent to which effective advising is rewarded.

### Special Comments

The University Council on Advisement and the CQI Educational Planning Committee should oversee implementation of these strategies and keep the Provost and Vice Chancellor for Student Affairs informed on a regular basis.

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Objective 4: 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.

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#### Coordinating Offices

Provost and Computer Policy and Strategies Committee

#### Implementation Strategies

1. Ensure that the technology education program to be developed by Spring 1998 includes (a) what technologies are critical, (b) to what level these skills are to be taught, (c) advanced placement criteria, (d) method of instruction, (e) the technology support base, (f) opportunities for self-paced instruction, and (g) proper assessment procedures to ensure student success.
2. Develop means for integrating computing and information technology into all instructional programs and residential experiences (e.g., learning communities) at MU, while also providing centrally for instruction in general computing skills and applications.
3. With regard to student computing labs: (a) provide 1000-1200 general access computing stations; (b) improve timing and frequency of software and hardware upgrades; (c) develop more small group work areas across campus with network outlets; and (d) encourage standardization of software applications and versions across both centrally managed and departmental computing facilities.
4. Convene small groups of interested faculty to share experiences and to help one another develop and improve instructional approaches to technology education.
5. Ensure that by Spring 1999 all instructional programs at MU have implemented the technology education initiatives called for in the 1998 plan.

#### Outcome Measures

1. Development of the campus-wide plan by Spring 1998.
2. Implementation of technology education initiatives at the program level by Spring 1999.
3. Number of computer workstations available throughout the campus.
4. Internet and web literacy of MU graduates.
5. Technological literacy of MU graduates in their respective fields of study.

#### Special Comments

The campus-wide technology education program should be developed under the auspices of the Provost and the Computer Policy and Strategies Committee initially, with sufficient time allowed for review and reaction for members of the MU community.

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Objective 5: Increase the graduation rates for MU students by increasing the number of learning communities, 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. [Revised]

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#### Coordinating Offices

- Learning communities: Provost and Vice Chancellor for Student Affairs
- Early warning system: Provost
- Student Success Center: Provost and Vice Chancellor for Student Affairs
- Sense of community: Chancellor
- Removing barriers: Provost

#### Implementation Strategies

1. With regard to learning communities:
    - a. Continue to encourage and support learning communities linked to residence halls.
    - b. Encourage on an ongoing basis the development of other types of learning communities, such as FIGs in Greek houses, residential colleges with specific academic foci, and residential learning communities for commuter students.
    - c. Evaluate thoroughly the academic and social impact of Freshman Interest Groups (FIGs) where students co-enroll in common courses and live on the same floor of a residence hall and, if appropriate, expand the number of such groups.
  2. With regard to an early warning system:
    - a. Implement and evaluate a pilot early warning system for students who have less than 60 MU hours.
    - b. Utilize residence hall staff as an integral part of the early warning program to help identify and counsel students experiencing difficulties.
    - c. Continue the monitoring of student progress currently performed by Academic Retention Services.
  3. With regard to creating a Student Success Center:
    - a. Accelerate planning for a Student Success Center and distribute a concept paper for discussion by campus groups in early Spring 1998.
    - b. Begin immediately to identify potential sites for the Center, including existing or new facilities.
  4. With regard to building a sense of community:
    - a. By Fall 1998 develop a statement of fundamental values and principles for MU which will provide a strong foundation for a stronger sense of campus community.
    - b. Continue to encourage the formation of learning communities and residential colleges as means of building stronger identification with MU.
-

- c. Encourage on an ongoing basis the strengthening of the Greek system around the core values of scholarship, leadership, and service.
  - d. Enhance the celebration of campus-wide traditions with stronger participation by all in Commencement, Homecoming, Honors Convocation, and other activities.
5. With regard to removing barriers to graduation:
    - a. Beginning immediately, ensure that the curriculum is managed properly and that the requisite numbers of faculty are in place to offer all courses in proper sequence and at appropriate times.
    - b. Continually assess the reasons for lack of timely progress toward a degree (e.g., financial difficulties) and develop appropriate and prompt institutional responses.

#### Outcome Measures

1. Graduation rates for both undergraduate and graduate students.
2. Retention rates and academic performance of all students.
3. Student identification with MU, involvement in out-of-class experiences, interaction with faculty and peers, and overall satisfaction with the MU experience.
4. Number of learning communities and their impact on academic performance, retention, graduation, and identity with MU.
5. Participation by MU faculty, staff, and students in major campus-wide events.

#### Special Comments

Achievement of this objective requires commitment and involvement from all sectors of the campus community.

---

Objective 6: Implement and support any necessary curricula changes and co-curricular programs to ensure appropriate emphasis on international and cross-cultural experiences. [Revised]

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#### Coordinating Office

Provost

#### Implementation Strategies

1. Continue to internationalize the undergraduate curriculum through timely implementation of the plan developed by the Council on International Initiatives.
  2. Place major emphasis on development of faculty knowledge and skills in a global environment through (a) conferences and workshops conducted by the Program for Excellence in Teaching, (b) restoring budget support for the Provost's International Faculty Development Fund, and (c) discipline-specific investments to take advantage of emerging international opportunities.
  3. By Fall 2002 increase annual participation in MU's undergraduate study abroad programs to ten percent (about 1250 students) from the current two percent.
  4. Continue efforts to establish an East Asian Affairs Center to coordinate MU's growing involvement in this region.
-

5. Ensure that the library collection is of sufficient breadth and depth to support globally oriented learning.
6. By Fall 2000 increase international student enrollments at MU by ten percent over present levels.
7. Strengthen programs currently conducted by the Program for Excellence in Teaching to enhance communication and teaching skills for graduate students and faculty for whom English is not the primary language.
8. Ensure that foreign language laboratories are sufficiently staffed and equipped to support state of the art instruction.

#### Outcome Measures

1. Successful implementation of the curriculum and faculty development strategies developed by the Council on International Initiatives.
2. Number of students studying abroad.
3. Creation of the East Asian Affairs Center.
4. Number of international students enrolled at MU.
5. Number of MU faculty involved in international projects.
6. External funding for international projects.
7. Extent of support for foreign language laboratories.

#### Special Comments

Much has been accomplished already in internationalizing the learning environment at MU. The faculty should continue to provide leadership in this area, with campus level support and coordination where appropriate.

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Objective 7: Continue to expand the emphasis on learning through service and outreach to others. [New]

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#### Coordinating Offices

Provost and Vice Chancellor for Student Affairs

#### Implementation Strategies

1. Establish by Fall 1998 a Student Volunteer Program to develop leadership skills through service to others.
2. Consider with faculty the desirability of establishing, by Fall 1999, a residential college focussed on *leadership and service* designed to foster civic engagement by MU students.
3. Develop by Fall 1998 a plan to make students more aware of the service learning experiences available at MU.
4. By Fall 1998 offer a faculty development seminar in service-learning pedagogy to encourage creation of new opportunities for students.

#### Outcome Measures

1. Number of students enrolled in service learning experiences.
  2. Student evaluations of, and satisfaction with, service experiences.
-

### Special Comments

Strong commitment exists throughout the campus for leadership development through service and outreach. The faculty should assume proactive and lead roles in this area, with campus-level coordination and support where appropriate.

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Objective 8: Provide leadership development opportunities for MU students and encourage strong and vibrant civic involvement. [New]

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### Coordinating Offices

Provost and Vice Chancellor for Student Affairs

### Implementation Strategies

1. Work closely with faculty to incorporate a leadership and citizenship focus in academic programs, emphasizing the importance of communication skills, effective teamwork, and other appropriate learning experiences.
2. Encourage all students to become involved in appropriate co-curricular activities which offer significant leadership opportunities and experiences.
3. Continue to offer the Chancellor's Leadership Class for selected students and encourage the class to continue its leadership development programs on campus and in the high schools.
4. Continue on an ongoing basis to offer (a) general leadership classes (credit and non-credit) open to all students and (b) the leadership class for fraternity and sorority leaders.

### Outcome Measures

1. Number of new leadership and citizenship initiatives in academic programs.
2. Number of students involved in co-curricular programs involving leadership experiences.
3. Number of students enrolled in leadership courses.
4. Student evaluations of, and satisfaction with, leadership experiences.
5. Results of longitudinal studies designed to identify leadership roles assumed by MU graduates in their careers and as citizens.

### Special Comments

The faculty should assume proactive and lead roles in developing leadership opportunities for students, with campus-level coordination and support where appropriate.

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Objective 9: 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.

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### Coordinating Office

Vice Chancellor for Student Affairs

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### Implementation Strategies

1. By Fall 1998 increase significantly the involvement of faculty and current students in the recruitment process, including hosting of prospective students during campus visits, making telephone follow ups and, in general, assisting in the overall process.
2. Beginning immediately, continue to provide highly competitive financial aid packages for high ability students, but also carefully review current scholarship policies to determine if the limit should be four, rather than five, year awards.
3. Implement by Fall 1998 a new Chancellor's Scholarship for high ability students who do not qualify for the Curators Scholarship.
4. Continue to implement the campus-wide recruiting program developed by the Enrollment Management team.
5. Beginning immediately, develop increased funding from private sources to (a) expand the Honors College and (b) establish a St. Louis recruiting office.
6. Beginning immediately, increase communication with the General Assembly to increase Bright Flight funding.

### Outcome Measures

1. Number of applications.
2. Number of acceptances.
3. Number of enrollees.

### Special Comments

The strategies outlined above are intended to increase enrollment of all students with particular emphasis on high ability applicants.

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Objective 10: Enhance the programs of the Honors College and increase by ten to twenty percent the number of students who participate. (Revised)

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### Coordinating Offices

Provost and Honors College

### Implementation Strategies

1. Provide the necessary funding to enroll ten percent more students in the Honors College in each of the next two years (Fall 1998 and Fall 1999) and five percent per year thereafter until leveling off in Fall 2005.
  2. Develop by Fall 1999 a research participation program for students in the Honors College.
  3. Working closely with current Honors students and others, reexamine the Honors College program to ensure that the very best students are being properly served, including consideration of admissions criteria, research experiences, curriculum content, community service, and other factors.
  4. Work closely with faculty to develop, where appropriate, "honors tracks" within specific degree programs to serve better the needs of high ability students.
-

5. Continue on an ongoing basis to conduct follow-up studies of Honors graduates to determine career and life success and, where appropriate, in comparison to non-Honors graduates of MU.

#### Outcome Measures

1. Student satisfaction with the Honors College.
2. Number of students enrolled in the Honors College.

#### Special Comments

The Honors College should be reviewed periodically by external evaluators as well as appropriate on-campus committees.

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Objective 11: Continue to enhance the quality of undergraduate instruction through appropriate development and training programs for faculty and graduate teaching assistants, including interactive learning technologies.

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#### Coordinating Office

Provost

#### Implementation Strategies

1. Through the Program for Excellence in Teaching (PET), continue to offer the following programs: (a) individual teaching consultation according to special needs; (b) teaching orientations and workshops (e.g., small-group instruction, teaching large classes, student responsibility); (c) teaching renewal conferences; (d) MU Institute for Instructional Technology; (e) teaching evaluations of various types; (f) new faculty development seminars; (g) development of teaching portfolios; (h) special instruction for teaching fellows (including international); (i) library resources on effective teaching; and (j) newsletters and other materials.
2. Ensure that necessary library resources are available to support student learning and high quality undergraduate instruction.
3. Selectively expand the number of full-time faculty positions to ensure that undergraduate students continue to receive high quality instruction.
4. By Fall 1998 expand the emphasis on the use of technology in teaching to all MU faculty through on-campus workshops and other means.
5. Expand the availability of "high tech" classrooms on campus to facilitate faculty development in the use of technology. (See also Strategic Goal 4, Objective 4.)
6. Develop by Fall 1998 highly visible means of rewarding effective and creative teaching techniques at MU.
7. Through PET, continue to encourage innovative research on teaching, the results of which would improve teaching for students at MU and throughout the country.

#### Outcome Measures

1. Student learning outcomes as indicated by standardized test scores and other measures.
  2. Student evaluations of teaching at MU.
  3. Peer evaluations of teaching at MU.
-

4. Number of faculty taking advantage of PET workshops and conferences.
5. Number of faculty using technology effectively in teaching.
6. Number of high technology classrooms on campus.
7. Number of faculty recognized for effective teaching.
8. Published research on effective teaching techniques.

#### Special Comments

While PET is the primary campus-wide vehicle for improving teaching, colleges and departments must encourage *all* faculty to excel in the classroom.

### □ STRATEGIC GOAL 3:

Develop and Manage Resources Appropriately so that (A) Strategic Goal 1 and Strategic Goal 2 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.

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Objective 1: 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.

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#### Coordinating Offices

Vice Chancellor for Student Affairs and Vice Chancellor for Development and Alumni Relations

#### Implementation Strategies

1. By late Spring 1998 develop an aggressive fund-raising program to increase significantly the scholarship monies available for students, including specific goals, time lines, and action steps.
2. Give high priority in the plan to attracting more high ability Missouri residents, while also increasing access for all qualified Missourians and others.
3. Continue to communicate the need for increased financial support for students to the General Assembly and other external agencies and organizations.

#### Outcome Measures

1. Amount of funds raised for scholarships.
  2. Enrollment results associated with increased scholarship support.
-

### Special Comments

Continuing financial pressures make it difficult to maintain high levels of funding for scholarships in the general operations budget. Yet, the need for financial aid remains high, and MU must do everything possible to increase funding for scholarships.

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Objective 2: Explore the feasibility of a tuition stabilization program.

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### Coordinating Office

Office of Institutional Research, Budget and Planning

### Implementation Strategies

1. Begin immediately to collect data about tuition stabilization programs at other research universities.
2. Request the formation of a University-wide task force composed of staff, faculty, and students to consider alternative approaches to setting tuition levels in a fair and consistent manner.
3. Encourage the task force to develop recommendations for review by the campuses in Fall 1998 and action by the Board of Curators in January 1999.

### Outcome Measures

1. An approved plan in January 1999.
2. Implementation of the new tuition stabilization program by Fall 1999.

### Special Comments

While much can be learned from examining the tuition plans at other universities, the approach selected/developed should reflect the unique character of the University of Missouri, as a land-grant university, and the needs and demographics of its students and citizenry.

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Objective 3: Continue to reward outstanding faculty performance by achieving salary levels fully competitive with other public AAU Research I institutions by Fall 2000 and, similarly, ensure that administration and staff salaries are fully competitive in relevant labor markets. [Revised]

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### Coordinating Offices

Provost and Vice Chancellor for Administrative Services

### Implementation Strategies

1. Maintain a current data base regarding salary trends in each of MU's academic programs and administrative areas.
  2. Ensure on an ongoing basis that outstanding performance is rewarded properly and, correspondingly, that steps are taken to correct any unacceptable levels of performance.
  3. Allocate sufficient funds to ensure that salary levels in all academic programs and administrative areas meet the objective noted above.
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### Outcome Measures

1. Salaries based on performance.
2. Faculty salary levels fully competitive with other public AAU Research I institutions by Fall 2000.
3. Administration and staff salaries which are sufficiently attractive to recruit and retain outstanding performers.

### Special Comments

The term “fully competitive” as used above means that MU will, in the majority of cases, offer a total compensation package sufficiently attractive to recruit and retain outstanding faculty and staff.

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Objective 4: 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 outreach programs using appropriate technologies. (Revised)

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### Coordinating Office

Deputy Chancellor

### Implementation Strategies

1. Continue the partnership efforts currently underway and develop systematic means for evaluating their results.
2. Develop by late Spring 1998 a cohesive, campus-wide approach to development of future partnerships, including criteria for determining the potential benefits to MU, the state, and the partnering organization.
3. Recognizing the project-specific nature of this objective, provide overall coordination at the campus level while line administrators oversee the planning, implementing, and evaluating of specific partnerships.
4. Work closely with key state leaders and agency personnel to ensure, on an ongoing basis, that the research and educational strengths at MU are utilized effectively in support of public policy and overall state activity and that public-private partnerships are supported appropriately.
5. Develop increased opportunities through partnership efforts for internships, field trips, consulting, and other service experiences for students.
6. Give high priority to the utilization of technology to increase educational access, particularly for Missourians in rural areas, but also for residents of other states and countries as appropriate.

### Outcome Measures

1. Number of partnerships with external entities.
  2. Results of the partnerships (e.g., more educational opportunities for students, cost savings, research productivity).
-

3. Establishment of campus-wide criteria for both forming partnerships initially and, later, evaluating the results.
4. Number of people gaining access to MU's programs through distance learning technology.

### Special Comments

Expansion of the number of partnerships can create many "win-win" situations if planned carefully and evaluated regularly. Potential criteria for the forming of partnerships include (a) the enhancement of MU's mission, including research and educational opportunities for faculty and students; (b) enhancement of the partnering organization's mission (both partners must see potential gains); (c) financial feasibility; (d) positive social, cultural, technological, and political impacts; (e) legal feasibility; and (f) genuine commitment by key individuals to implement a successful relationship.

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Objective 5: 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 1998, test the feasibility of conducting a major capital gifts campaign. [Revised target date.]

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### Coordinating Office

Vice Chancellor for Development and Alumni Relations

### Implementation Strategies

1. By Fall 1998 achieve in excess of \$35 million in gifts received and also increase new money pledges significantly.
2. By Fall 1998 add at least two school-based initiatives to the roster of "mini-campaigns" currently underway.
3. Continue on an ongoing basis to provide excellent stewardship to all current donors and to expand the number of prospects.
4. Begin immediately to plan a comprehensive capital gifts campaign for MU by: (a) strengthening constituency-based programs; (b) improving effectiveness in corporate relations, foundation relations and international development, geographically-focused major gift programs, planned gifts and estate management, prospect management and research, gift processing and information management, and annual fund management; and (c) expanding outreach to greater numbers of alumni.
5. Execute the leadership phase of the Sports Park initiative by Summer 1998 and begin immediately thereafter to implement the remaining phases of the campaign.
6. Continue to work closely with all parts of the campus community, as well as the local community and alumni, to enlist stronger participation in fund-raising efforts and to instill a stronger sense of advocacy for MU.

### Outcome Measures

1. Dollar value of gifts received.
  2. Dollar value of new pledges.
  3. Number of new prospects identified and contacted.
-

4. Number of MU faculty, staff, students, and alumni engaged in advocacy efforts.
5. Achievement of annual fund-raising goals established for colleges, schools, athletics, and special programs.

#### Special Comments

Specific objectives and action steps already have been established both for fund-raising programs conducted centrally and those based in the colleges and schools.

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Objective 6: Strengthen quality improvement efforts throughout the campus to enhance student learning and public service, streamline administrative support services, increase internal collaboration and teamwork, and develop a stronger user orientation in all areas. [Revised]

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#### Coordinating Office

Deputy Chancellor

#### Implementation Strategies

1. Develop by late Spring 1998 a plan for intersecting MU's quality improvement efforts with the strategic planning objectives outlined in *Mission, Goals, and Objectives*.
2. Develop by late Spring 1998 the specific criteria to be utilized in evaluating the success of quality improvement efforts possibly including, but not limited to, dollars saved (or increased outcome achieved with a given set of resources), improved product/service quality, enhanced team spirit, and stronger sense of community.
3. Continue to work closely with the American Productivity and Quality Center (APQC) to implement quality improvement initiatives at MU, drawing on successful experiences throughout the country.

#### Outcome Measures

1. Number of quality improvement projects.
2. Results of quality improvement projects (e.g., cost savings, increased productivity).

#### Special Comments

Continuous quality improvement efforts likely will focus in the early stages on a few, high priority areas consistent with the plan entitled *Mission, Goals, and Objectives* (May 1997).

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Objective 7: 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.

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#### Coordinating Offices

Provost and Vice Chancellor for Administrative Services

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### Implementation Strategies

[Note: Several strategies listed under Strategic Goal 2, Objective 4 and Strategic Goal 4, Objective 3 also apply here.]

1. Convene in Spring 1998 a subcommittee of the Computer Policy and Strategies Committee to address the most effective means for accomplishing technological training throughout the campus.
2. Guided by the new technology master plan (to be developed by Spring 1998—see Strategic Goal 4, Objective 3), implement new technology training programs, perhaps on a phased basis, in accordance with priorities recommended by the subcommittee and approved by the Provost and the Vice Chancellor for Administrative Services.
3. With regard to the upgrading of technology and computer labs, see Strategic Goal 2, Objective 4 and Strategic Goal 4, Objective 3.

### Outcome Measures

1. Number of new technology training programs which are developed and implemented.
2. Results of the training programs (e.g., new/revised teaching methods, more faculty involvement).

### Special Comments

MU seeks to be a leader in *selected* areas of technological development, and those areas must be identified carefully and be consistent with academic priorities. The technology master plan called for in Strategic Goal 4, Objective 3 should guide decisions about training priorities.

## □ 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.

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Objective 1: 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.

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Coordinating Office

Chancellor

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## Implementation Strategies

1. With the advice and support of the Strategic Planning Advisory Council develop and submit MU's mission enhancement proposal to the Board of Curators for approval in late September 1997.
2. Work closely with the President, the Board, and the Missouri Coordinating Board for Higher Education (CBHE) to secure legislative approval of the proposal by late Spring 1998.
3. Upon approval by the legislature, and after appropriate consultation, make decisions on allocation of the mission enhancement funds to programs and activities of highest priority.
4. Monitor on an ongoing basis the utilization of the funds and results achieved.

## Outcome Measures

1. Approval of the proposal at all levels.
2. Allocation of the mission enhancement funds consistent with the priorities identified in the proposal.
3. Results associated with expenditure of mission enhancement funds.

## Special Comments

Amendments to the mission enhancement proposal may occur as a result of discussions with the President, Board, CBHE, and legislature. Every effort will be made to preserve the priorities currently included in the document.

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Objective 2: 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.

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## Coordinating Office

Vice Chancellor for Student Affairs

## Implementation Strategies

1. Begin immediately to develop the analytic base for a comprehensive enrollment management plan, including approaches at other research universities, enrollment forecasts, financial implications of alternative enrollment patterns, and information related to impact of various enrollment levels on educational quality.
  2. Ensure that the campus-wide plan includes (a) recruitment, retention, and graduation goals, as well as strategies for achieving them; (b) specific enrollment goals for colleges, schools, and departments and strategies for accomplishment; (c) resource allocation procedures necessary to implement the plan; and (d) the management and evaluation processes necessary to monitor progress toward goal achievement.
  3. Involve appropriate faculty, staff, and students in development of the plan to assure a broad base of input and involvement.
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4. Submit the recommended plan for approval by late Spring 1998.

#### Outcome Measures

1. Timely development of the plan.
2. Results of the plan upon implementation (e.g., meeting recruitment targets, retention rates, graduation rates).

#### Special Comments

The comprehensive enrollment management plan must consider a variety of factors, primary of which is the impact on the quality of the learning environment at MU.

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Objective 3: By late Spring 1998, develop a technology master plan which enhances student learning and supports 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.

[Revised]

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#### Coordinating Offices

Provost and Computer Policy and Strategies Committee

#### Implementation Strategies

1. Charge the Computer Policy and Strategies Committee to develop a comprehensive technology master plan by late Spring 1998, encompassing all aspects of technology at MU (e.g., information storage and retrieval, enhancement of educational access through telecommunications technology, improvement of teaching, computing facilities and equipment).
2. Develop the technology master plan in the context of the overall strategic plan for MU, emphasizing support of student learning, teaching, research, and outreach.
3. Ensure that the plan includes criteria for decision making, specific goals for the future, priorities for implementation, time lines, costs, and benefits to be realized for MU and the state of Missouri.

#### Outcome Measures

1. Timely development of the plan.
2. Results of the plan upon implementation (e.g., hardware and software upgrades, measurable benefits to students and faculty).

#### Special Comments

MU must invest resources wisely and selectively in technology. No institution can be a leader in all areas of technology, and “niche” development is important for the future. MU’s strategic plan (*Mission, Goals, and Objectives*, May 1997) and its mission enhancement proposal should provide guidance to the Committee’s work.

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Objective 4: Develop and begin implementation of 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.

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#### Coordinating Office

Vice Chancellor for Administrative Services

#### Implementation Strategies

1. Develop and submit as a part of the annual appropriations process a renovation and rehabilitation request equal to two percent of the replacement cost of MU's general operating facilities.
2. As a part of the appropriations request process, prepare a listing of specific needs and priorities for each building at MU, thus providing the basis for development of specific program plans and real cost estimates.
3. Review annually the priority list of facilities to be renovated to ensure that changes in academic and administrative needs are reflected on that list.
4. Based on the technology master plan (see Strategic Goal 4, Objective 3), develop a similar priority listing for funding of the necessary infrastructure on campus.
5. Work closely with the Chancellor, President, Board of Curators, CBHE, and others to communicate the pressing importance of facilities renovation and rehabilitation and technology upgrades to the General Assembly, members of the executive branch, private donors, and others.

#### Outcome Measures

1. A timely appropriations request buttressed by a clear and compelling priority listing.
2. Amount of funding provided on an annual basis for facilities renovation and rehabilitation and technology upgrades.

#### Special Comments

The state of Missouri and MU, working collaboratively, must develop a joint solution to the urgent problems of facilities renovation and rehabilitation and technology upgrades. "One-shot" funding to meet crisis needs must be replaced by a systematic and predictable process of financial support.

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Objective 5: 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, 1999, develop a comprehensive distance education plan to accomplish this objective. [Revised target date.]

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#### Coordinating Office

Provost

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### Implementation Strategies

1. Charge a committee composed of college and school representatives to develop the MU distance education plan by Spring 1999.
2. Develop the distance education master plan in the context of the overall strategic plan for MU and the needs of Missourians for enhanced access to MU teaching and research.
3. Ensure that the plan includes criteria for decision-making, specific goals for the future, priorities for implementation, time lines, costs, and benefits to be realized for MU and the state of Missouri.

### Outcome Measures

1. Timely development of the plan.
2. Number of classes (credit and noncredit) offered to nontraditional students through distance education.
3. Number of persons accessing applied research information sites and numbers participating in activities which disseminate applied research information via distance education.
4. Number of offerings and number of persons participating in community-based problem-solving forums and teams.

### Special Comments

Demand for MU programs and services continues to increase on the part of cooperating institutions and those unable (for geographic, employment or other reasons) to come to the campus. As a land grant university, MU is both obligated and committed to meet these needs to the fullest extent possible.

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Objective 6: 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.

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### Coordinating Offices

Provost and Vice Chancellor for Student Affairs

### Implementation Strategies

1. Maintain current strengths of MU's assessment programs which include strong support from top administration, the great variety of assessment efforts already in place, continuing encouragement of faculty interested in assessment, and the requirement that assessment plans describe how data are used for improvement of performance.
  2. Continue to make progress toward achieving a more uniform level of quality in assessment procedures throughout the campus.
  3. By late Spring 1998 determine if current planning, program review, and budgeting processes need to be modified to require greater use of assessment data in presentations and decision making.
  4. Continue to adopt best practices from others and collaborate with peer institutions to implement assessment programs for enhancement of student learning.
-

### Outcome Measures

1. Quality of assessment programs (e.g., reliability and validity of data, methodologies employed).
2. Use of assessment data in decision making about curriculum, budgets, and department/program practices.
3. Number of faculty, staff, and students involved in assessment programs.
4. Outcomes of collaborations with other institutions.

### Special Comments

The emphasis on assessment must permeate all programs and activities at MU in order to evaluate properly the results of our efforts and, when necessary, make appropriate changes.

## □ 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.

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Objective 1: 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 1998 begin implementing an enhanced campus plan which includes (a) specific aspirations for the ethnic, gender, and geographic composition of the University, and, most important, (b) innovative strategies for enhancing interactions among diverse individuals and groups. [Revised]

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### Coordinating Offices

Provost and Vice Chancellor for Student Affairs

### Implementation Strategies

1. Ensure that the enhanced plan includes diverse input and that it addresses specific diversity aspirations, strategies for enhancing interactions on campus, priorities for implementation, time lines, costs, and benefits for MU and the state of Missouri.
  2. Continue the current emphasis on recruitment of minority students, including strong scholarship support, campus visits, and close monitoring of academic progress through graduation.
  3. Continue the current emphasis on recruiting minority faculty and staff and seek new and creative ways to gain a competitive advantage in this process.
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4. Maintain close contact with community leaders who can assist in recruitment and retention activities.
5. Develop initiatives to celebrate differences on campus, with particular emphasis on involving and supporting student initiatives.

#### Outcome Measures

1. Timely development of the campus diversity plan.
2. Number of students, faculty, staff, and community leaders involved in diversity initiatives.
3. Achievement of diversity aspirations.
4. Satisfaction surveys with regard to campus climate and the quality and frequency of interactions among diverse individuals and groups.

#### Special Comments

Maximizing the benefits of a diverse institution is a shared campus-wide responsibility.

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Objective 2: By early Fall 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.

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#### Coordinating Office

Chancellor

#### Implementation Strategies

1. Convene a task force of faculty, staff, and students to draft a statement of institutional values.
2. Complete the draft statement by early Spring 1998 and initiate a series of discussions about the statement throughout the campus, including open forums and meetings with Faculty and Staff Councils, Missouri Students Association, and other groups.
3. Finalize the statement of institutional values by Summer 1998 and begin immediately thereafter to initiate the policy and procedural changes necessary to infuse those values in daily actions at MU.

#### Outcome Measures

1. Timely development of the values statement.
2. Impact of the values statement on building a stronger sense of community (e.g., fewer discipline problems, fewer reports of intolerance, fewer employee grievances).

#### Special Comments

A statement of institutional values has great potential to unite various segments of the campus community. Coupled with the overall strategic plan, it can provide strong directional signals for daily actions which serve the fundamental purposes of MU.

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Objective 3: 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.

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Coordinating Office

Chancellor

Implementation Strategies

1. Working with the Provost, Faculty Council, and Deans, conduct a series of meetings with college and school faculties during 1998-99 to discuss MU's strategic plan and its relationship to the needs and priorities of faculty.
2. Working with the Staff Council and Vice Chancellors, conduct a series of meetings at the divisional level during 1998-99 to discuss MU's strategic plan and its relationship to the needs and priorities of staff.
3. Working with the Missouri Students Association, the Graduate Professional Council, and the Association of Black Graduate and Professional Students, conduct a series of open forums for students during 1998-99 to discuss MU's strategic plan and its relationship to the needs and priorities of students.

Outcome Measures

1. Attendance at the meetings.
2. Quality of the discussions (e.g., significance of the topics raised, relevance of the topics to MU's future development).

Special Comments

In a complex and comprehensive organization, it is not always clear how divisional, college, school, department, and individual goals and priorities mesh with the strategic directions of the institution as a whole. The purpose of the meetings is to focus on these relationships and to build stronger connections of purpose throughout the campus.

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Objective 4: Encourage colleges and departments to consider the development of courses focusing on ethical standards and behavior in the various professions.

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Coordinating Office

Provost

Implementation Strategies

1. Work closely with deans and department chairs during 1998-99 to encourage specific course proposals focusing on ethical standards and behavior.
  2. Guided by the statement of institutional values (see Strategic Goal 5, Objective 2), consider forming a task force of faculty in early Fall 1998 to assist in development of a campus-wide strategy for the study of ethics.
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3. Develop the campus-wide strategy by Spring 1999 and begin implementation as soon as possible thereafter.

#### Outcome Measures

1. Number of course proposals.
2. Timely development and implementation of the campus-wide strategy.
3. Number of students and faculty engaged in the study of ethical standards and behavior.

#### Special Comments

The study of ethical standards and behavior is important to all fields of study, of course, and the campus-wide strategy should stimulate creative interdisciplinary work where appropriate.

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Objective 5: Explore the development of new interdisciplinary efforts to stimulate faculty teaching, research, and outreach on issues and practices related to professional ethics and civic responsibility. (Revised)

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#### Coordinating Office

Provost

#### Implementation Strategies

1. Guided by the statement of institutional values, consider forming a task force of faculty in early Fall 1998 to assist in development of a campus-wide strategy for the study of ethics (also see Strategic Goal 5, Objective 4).
2. As a part of the campus-wide strategy, consider carefully the desirability and feasibility of new interdisciplinary efforts to stimulate the study of professional ethics and civic responsibility.
3. Develop the campus-wide strategy by Spring 1999 and begin implementation as soon as possible thereafter.

#### Outcome Measures

1. Timely development and implementation of the campus-wide strategy.
2. Creation of new interdisciplinary efforts.
3. Number of faculty, students and external audiences engaged in the study of ethical standards and behavior.

#### Special Comments

New interdisciplinary efforts, if proposed, should include means for involving professionals outside MU in research and other activities.

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## □ STRATEGIC GOAL 6:

Strengthen Communication Throughout the Campus and with Key External Publics Positioning MU as one of the Nation's Great Land-Grant Research 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.

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Objective 1: Enhance communication with targeted audiences to achieve increased support for the University.

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### Coordinating Office

University Affairs

### Implementation Strategies

1. Continue to support the work of the MU News Bureau, Publications and Alumni Communication, University Events, Governmental Affairs, and Visitor Relations as the central communications arms for the campus.
2. Recognizing that external communication occurs throughout the campus, re-establish the MU Public Relations Council during the Winter semester to promote the coordination and consistency of information targeted at external audiences.
3. By late Spring 1998, develop an enhanced communications strategy focused on the following targeted audiences: Board of Curators; alumni leaders; alumni (general); donors; state government officials; General Assembly; congressional delegations; government agencies; community leaders; Extension personnel; statewide opinion leaders and corporate CEOs; athletic boosters; prospective students; high school teachers/counselors/administrators; national associations; peer institutions; campus community; MU Parents Association Board; parents of enrolled students; and the media.
4. Continually monitor the effectiveness of the strategies identified in #3 above through audience research and make modifications as necessary.

### Outcome Measures

1. Timely development of the new communications strategy.
2. Effectiveness of the new communications strategy (e.g., good relationships with various publics and agencies, amount of audience support).

### Special Comments

While it is often difficult to measure precisely the impacts and results of external communications, the new strategies will be evaluated regularly to determine effectiveness.

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Objective 2: Design the methodology for evaluating the success of this strategic plan and for communicating the results to key audiences.

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Coordinating Office

Chancellor

Implementation Strategies

1. Develop implementation strategies and outcome measures for each of the strategic objectives by late Spring 1998.
2. With the advice of the Strategic Planning Advisory Council, continually monitor progress toward achievement of the strategic goals and objectives.
3. Expand the Chancellor's annual report to communicate the goals and objectives of the strategic plan and outcomes to key audiences.

Outcome Measures

1. Timely development of implementation strategies and outcome measures.
2. Ongoing assessment of results of the strategic plan.
3. Continued production and distribution of the Chancellor's annual report (including outcome measures) to key audiences on a timely basis.

Special Comments

This objective recognizes that strategic planning is an ongoing process. MU intends to monitor results and report those results regularly to the public.

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Objective 3: Increase the involvement of MU constituents in the ongoing life of the University in order to generate stronger, personal identification with the University.

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Coordinating Office

Chancellor

Implementation Strategies

1. For each of the targeted audiences listed under Strategic Goal 6, Objective 1, refine, add where appropriate, and effectively coordinate by late Spring 1998 specific strategies for involvement in appropriate MU activities, both on and off campus.
2. Conduct periodic reviews of the effectiveness of the involvement strategies with key leaders and volunteers from the targeted groups (e.g., alumni leaders, parents).

Outcome Measures

1. Timely development of the involvement strategies.
  2. Numbers of key constituents involved in MU activities and events.
  3. Constituent enjoyment/satisfaction with activities and events.
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## Special Comments

All segments of the University should promote involvement of their constituents in the life of the institution. The campus-wide strategy to be developed by Spring 1998 will encourage and, where appropriate, coordinate such involvements.

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Objective 4: 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.

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## Coordinating Office

Vice Provost for Extension

## Implementation Strategies

1. Finalize and implement the MU Extension Marketing Plan during Spring 1998.
2. Supplement the MU Extension Marketing Plan with communication strategies developed by University Affairs to inform opinion leaders, alumni, and citizens about MU scholarship and research results.
3. Monitor closely the results achieved through the Marketing Plan and the communication strategies to assess effectiveness in informing various publics of MU accomplishments.
4. Strengthen MU's ability to identify and address state problems by conducting needs assessments, establishing formal lines of communication with key state agencies, and facilitating meetings between appropriate academic units and external agencies, groups, and individuals.

## Outcome Measures

1. Timely implementation of the MU Extension Marketing Plan.
2. Quality and quantity of information made available regarding MU scholarship and research results.
3. Amount of knowledge about MU possessed by key constituent groups.
4. Level of involvement by MU scientists in addressing state problems.

## Special Comments

Surveys and other direct response tools should be employed on a regular basis to gauge the quality and quantity of information about MU possessed by the citizenry.

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Objective 5: Continue to support 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. [Revised]

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#### Coordinating Office

Director of Intercollegiate Athletics

#### Implementation Strategies

1. Develop by late Spring 1998 a strategic plan for intercollegiate athletics which includes mission, strategic goals and priorities for action to achieve national recognition for excellence.
2. Guided by the strategic plan, develop specific implementation strategies which emphasize academic and athletic excellence and which generate increased levels of external support.
3. Strengthen the relationship between intercollegiate athletics and the campus generally, emphasizing the need for increased communication and integration of athletics with all facets of campus life.

#### Outcome Measures

1. Timely completion of the strategic plan.
2. Achievement of appropriate national recognition for MU sports.
3. Attendance by MU faculty, staff, and students at athletic events.
4. External support (e.g., financial, attendance) for MU sports.

#### Special Comments

The primary focus of MU Intercollegiate Athletics programs is development of the student athlete academically, athletically, and socially. This primary focus on the student athlete will be manifest throughout the strategic plan for Intercollegiate Athletics.

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Objective 6: 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.

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#### Coordinating Office

Vice Chancellor for Development and Alumni Relations

#### Implementation Strategies

1. Continue to work closely with the MU Alumni Association to inform all members of opportunities for involvement with MU, distribute publications about MU accomplishments, and stage alumni events at out-of-town games and other gatherings.
  2. Develop by late Spring 1998 a campus speakers group to visit alumni chapters and other external groups.
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3. Develop by Spring 1998 an enhanced MU web presence targeted at alumni and including an improved interactive campus map.
4. Maintain ongoing and close relationships between the Chancellor (and his staff) and alumni leadership to (a) continually promote the interests of MU, its graduates, and the current student body and (b) assess the effectiveness of relationships with all alumni.

#### Outcome Measures

1. Number of events designed specifically for alumni involvement and attendance at those events.
2. Alumni donations to MU.
3. Number of members in the MU Alumni Association.
4. Willingness of alumni to engage in various activities (e.g., interactions with members of the General Assembly) on behalf of MU.
5. Integration of results of alumni surveys and interviews into design of programs and events.

#### Special Comments

Alumni are very special constituents, and MU recognizes its obligations not just to current enrollees but to its graduates as well. Alumni, in turn, can assist the campus in various ways to gain broader community and statewide support.

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## TOWARD IMPLEMENTATION AND CONCLUDING REMARKS

### Toward Implementation

The 6 strategic goals, 43 strategic objectives, and 203 implementation strategies present challenging and realistic levels of aspiration and action for MU faculty, staff, students, and supporters. With the continuing advice and assistance of the Strategic Planning Advisory Council (SPAC), the Chancellor and his staff will monitor efforts during the coming months and years to ensure continued progress.

As indicated in the May 1997 report, the methods and time lines for reporting progress toward goal attainment, both to external audiences and to the campus community, must be determined by the Chancellor in consultation with the SPAC.

### Concluding Remarks

The implementation strategies and outcome measures associated with each of the 43 strategic objectives represent *collectively* a broad-based commitment to focus MU's efforts on excellence and achievement as an outstanding research university. MU is the state's premier public graduate and research university and is recognized nationally and internationally for its unique and high quality undergraduate program. The strategies presented in this document have the common thread of enhancing MU's fundamental mission to provide outstanding educational and research programs for Missourians, the nation, and the world. While specifics of the plan may change, the underlying premise remains the same for this land-grant university: to ensure the highest possible quality of education for MU students and to continue to conduct world-class research and outreach programs for the benefit of the citizenry.

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