

---

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

July, 2000



*Goals, Objectives,  
Priorities for Action,  
and Accomplishments*

*Fourth Report on the Strategic Planning Process*

---

## Strategic Planning Advisory Council

Edward Adelstein, associate professor, Pathology & Anatomical Sciences

Susan Manuel, president, Missouri Students Association

Melodie Powell, president, MU Alumni Association

Melissa Bechtel, president, Graduate Professional Council

Joe Kornegay, professor and dean, Veterinary Medicine

Charles Schroeder, vice chancellor for Student Affairs

Tom Dougherty, professor and chair, Management

Priscilla LeMone, associate professor, School of Nursing, Staff Council

Carl Settergren, professor, School of Natural Resources

Peter Hall, professor, Sociology

Suzanne Lippard, library assistant II, MU Libraries, Staff Council

Don Sievert, professor, Philosophy, Task Force for Future of MU

Bruce Jones, associate professor, Educational Leadership & Policy Analysis

Richard Loeppky, professor, Chemistry

Roger Sunde, professor, Food Science & Human Nutrition

Jackie Jones, associate vice chancellor, Administrative Services

Dean Mills, dean, School of Journalism

Robert Weagley, associate professor, Consumer & Family Economics

Curators' professor, Nigel Kalton, Mathematics

Helen Pattrin, senior secretary, Department of Journalism

Robert Shirley, consultant

July 3, 2000

Dear Faculty, Students, Staff and Alumni:

The Strategic Planning Advisory Council has continued to focus on further development and refinement of the strategic goals, objectives, and priorities which guide our daily work at MU. From the outset, Tom Dougherty has provided excellent leadership as Chair of the Council.

This fourth report on the strategic planning process reaffirms the six strategic goals for MU, presents a revised list of objectives, establishes priorities for action, specifies the key outcome measures by which our degree of success will be evaluated, and identifies objectives which have been accomplished through strategic planning.

We shall continue over the coming months to monitor progress at the campus level and keep the entire campus community and our external constituents informed of our results. At the same time, the strategic planning effort is being extended to the divisional, college, and departmental levels to ensure that we have a unified set of commitments to achieving the campus-wide goals and objectives. All units are being asked to communicate their specific strategic directions and resource needs for the near future, and those unit-level plans, as integrated with the campus strategic plan, will drive MU's budgetary decisions on an annual basis.

Your reactions to this report would be most helpful. I hope to hear from you.

Sincerely,



Richard L. Wallace  
Chancellor

# TABLE OF CONTENTS

Introduction .....	4
Strategic Goal 1: Strengthen Research, Graduate, and Professional Programs .....	5
Strategic Goal 2: Maintain a Strong Focus on Student Learning .....	7
Strategic Goal 3: Develop and Manage Resources Appropriately .....	8
Strategic Goal 4: Broaden MU’s Institution-wide Planning Efforts .....	9
Strategic Goal 5: Strengthen the University’s Commitment to Institutional Values .....	10
Strategic Goal 6: Strengthen Communication .....	10
Expected Outcomes .....	11
Objectives Accomplished Through Strategic Planning .....	12
Concluding Remarks .....	15

## GOALS, OBJECTIVES, PRIORITIES FOR ACTION, AND ACCOMPLISHMENTS

### Introduction:

The strategic planning effort at MU was launched formally in 1996 under the guidance of the Strategic Planning Advisory Council (SPAC), a representative group of faculty, students, staff, and alumni. The first report on the process (*Mission, Goals, and Objectives*) was published in May, 1997. That report presented an overview of the external forces impacting MU's future, a candid assessment of MU's strengths and challenges, and the six major goals (and related objectives) to which the institution is committed. The second report on the planning effort (*Mission, Goals, and Objectives: Implementation Strategies*) was published in April, 1998 and identified the action steps necessary to achieve the goals and objectives and to attain desired outcomes. The third report (*Goals, Objectives and Priorities for Action*) was released in May, 1999 and reaffirmed most of the goals and objectives while adding a statement of priorities.

This fourth report on the strategic planning process has three primary purposes:

- To reaffirm the six primary goals and present a revised list of objectives,
- To establish priorities for action for each goal area, and
- To identify the expected outcomes which will result from implementation of the priorities for action and achievement of the goals and objectives.

Planning is, of course, a dynamic and fluid process. Conditions change, both internally and externally, and thus the need to continually examine strategic directions and priorities. One must achieve the appropriate balance between a required level of institutional stability on the one hand and capacity for change on the other. Since the original analysis of 1996, there have been several developments which create the need for modification of selected parts of the plan. Those developments are:

- While the Governor and the General Assembly continue to be very supportive, the level of funding available for higher education is less than needed to maintain institutional quality appropriate to an AAU/Research I University. While this funding issue does not affect the aspirations articulated in the plan, it may well affect the timetable for accomplishment. The enactment of term limits also adds an element of uncertainty, the impact of which is yet to be determined. In short, economic uncertainties continue to exist, but MU is committed to a collaborative approach with the state to grow in excellence.
  - At the same time that MU (and others) face the external funding challenge with state legislatures, there continues to be an expectation among the general public for cost containment, particularly with regard to tuition increases. MU will continue to be sensitive to this matter and to the need to balance cost and quality considerations.
  - One of the original (and continuing) priorities of the plan is to enhance diversity on the campus. Recent legal and political challenges throughout the country do not lessen MU's resolve in this matter. This rapidly changing ethnic composition in the country and in the state is a critical planning issue for the future, and MU's recruitment and retention efforts must be forceful on all fronts (faculty, students, staff, and administration), particularly taking into account intense competition from other institutions also seeking to enhance their diversity.
-

- The continuing rise of for-profit educational institutions (coupled with advances in learning technology) that focus on meeting the needs of non-traditional students presents a greater challenge to MU's public service mission than anticipated three years ago. Consequently, the revised plan places greater emphasis on distance education and technology development.
- A major new development is the Administrative Systems Project, an effort developed by the University of Missouri to streamline and reshape administrative activities to achieve greater efficiencies on all four campuses of the system. The revised plan incorporates this initiative in appropriate sections.
- The increasing number of opportunities presented by the web have necessitated accelerated consideration of utilizing this vehicle for both educational and public service purposes.
- While retention and graduation rates continue to improve, the need for enhanced advising at MU is an even more important internal challenge than was recognized in the original plan.
- A shift in focus by federal agencies has brought a greater emphasis on basic research as well as an infusion of additional research funding for basic research projects nationwide. This shift will impact upon MU's planning for research and research infrastructure.
- Federal and state support for medical education, a major portion of MU's mission, continues to be of great concern.
- Finally, MU must be prepared to respond proactively to the rapidly evolving impact of technology on all aspects of institutional activity.

The priorities identified throughout this report will provide guidance to budgetary decisions (both operating and capital) at MU. Divisional, college, and departmental plans to be submitted during 2000 also will be important "drivers" in the annual budgeting process.

## STRATEGIC GOALS, OBJECTIVES, AND PRIORITIES FOR ACTION:

The six goals presented below are the same as those which appeared in the May 1997, April 1998, and May 1999 reports referenced above. Several objectives have changed, as some on the original list have been accomplished (see last section of this report) and, in other instances, the changing external and internal conditions have necessitated shifts in focus. The ordering of the goals does not reflect a specific priority listing; all are very important to the life of MU and its constituents.

Specific priorities for action are presented for each goal and related objectives. For the most part, goals and objectives represent the outcomes (end results) which MU seeks to achieve, while the priorities are the actions that will enable accomplishment of these results.

**Strategic Goal 1: Strengthen research, graduate, and professional programs and improve MU's stature among public AAU and Research I Institutions.** Specific objectives include:

- Implement new strategies during 2000-2001 to strengthen MU's competitive position in attracting and developing excellent graduate students, including more attractive total remuneration, formal mentoring programs, exposure to state-of-the-art technology, better program assessment and improvement procedures, and increased opportunities for research and creative activity.

- Increase the amount of external 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.
- Implement new strategies to strengthen MU's competitive position in attracting and retaining the very best new faculty, including the provision of competitive start-up funds, library resources, research space, research assistants, matching funds for grants, research incentive funds, and other forms of support for research and creative activities.
- Strengthen existing disciplinary teams and form additional interdisciplinary research teams to address problems of societal concern (with special emphasis on the needs of Missouri).
- Continue the development of a model Health Sciences Center that will meet the challenge of the changing economic environment in health care and will contribute to the research and educational mission of MU.
- Use Mission Enhancement and other funds to improve the life sciences, including construction of necessary instructional and research facilities, the addition of new faculty, and other enhancements.
- Use Mission Enhancement funds to strengthen the connections among graduate programs, research, and the undergraduate experience.
- Use Mission Enhancement and other funds to enhance research and graduate program efforts focused on the social and behavioral sciences and the professions. Consistent with this objective, MU will give high priority to development of the campus base for providing leadership for the Institute for Public Policy Analysis, a system-wide research and educational entity designed to provide information about major public policy issues.
- Use Mission Enhancement funds to lead the transition to the global information age by applying research and new technologies to the needs of Missouri and beyond. High priority will be given to technology development and to distance learning applications with global impact.

**Priorities for Action:** Strategic Goal 1 continues to be of the highest priority at MU. The following actions are of major importance to ensure that research, graduate, and professional programs are enhanced:

- Increase the number, dollar value, and health care benefits associated with selected graduate fellowships and assistantships.
  - Selectively apply Mission Enhancement funds to interdisciplinary programs where MU has special strengths to create programs with increased national reputation.
  - Implement a rigorous program review process to capitalize on opportunities in the arts and humanities on the graduate level and in other areas of program strength. Consider, where appropriate, the merger of highly interrelated programs.
  - Building on already strong foundations of quality, identify ways, beyond Mission Enhancement, to make focused investments to strengthen graduate and professional programs (and related research and creativity).
  - Fully implement within five years the Research Master Plan prepared by the Office of Research.
-

- Implement initial stages of the program of research incentives developed in academic year 1999.
- Build a new life sciences building to provide the proper facilities for teaching and research programs.
- By late Fall 2000, use Mission Enhancement cost savings to enhance the research infrastructure on campus, including construction and renovation of laboratories and other facilities.
- In regard to the achievement of this goal, the implications of the size of MU compared to other major, land-grant research institutions will be analyzed. This analysis will be conducted as part of the enrollment management objective included under Goal 4 in this report.

**Strategic Goal 2: Maintain a strong focus on student learning that continues to develop and achieve a national reputation for exemplary undergraduate education.** Specific objectives include:

- Continue to improve and implement MU's model general education program.
- Expand opportunities for undergraduate students to participate in research, professional, and creative activities with faculty, both on and off campus, through the "connections" Mission Enhancement program and other efforts.
- Develop a plan by Fall 2000 to implement significant advising improvements, including simplified advising information for students and the provision of a general advising presence in the Student Success Center or other central location.
- Continue to support the humanities and fine arts, recognizing the importance of lecture series and other educational efforts to broaden students' perspectives and enrich the lives of Missourians.
- Increase the graduation rate for MU students from the current 5-year rate of 58% to 65% by 2003.
- Implement necessary curricula changes and co-curricular programs to ensure appropriate emphasis on diversity issues, including international and cross-cultural learning experiences, and an increase in students who participate in study abroad and in foreign exchange programs.
- Continue to expand opportunities for learning through service, outreach to others, and other co-curricular experiences (e.g., residential learning communities).
- Provide leadership development opportunities for MU students and encourage strong and vibrant civic involvement.
- Enhance the programs of the Honors College, International Programs, Service Learning, and the Campus Writing Program.
- Enhance the quality of undergraduate instruction by developing systematic approaches to help instructors (faculty and TAs) who need assistance with pedagogy, presentation, materials or language improvement in the classroom.
- Apply instructional technology in learning environments to improve student learning.

- Continue to provide opportunities for students to participate in intercollegiate athletics, intramural athletics, and wellness activities emphasizing the life-long learning opportunities and health benefits of such involvement.

**Priorities for Action:** The following actions will be of high priority in the pursuit of Strategic Goal 2 in the immediate future:

- Continue to enhance the quality of the learning experience for students participating in residential learning communities.
- Double, over the next five years, the number of undergraduate students participating in research, professional, and creative projects with faculty.
- Improve advising programs and practices and identify “best practices” to be extended throughout the campus.
- Increase the proportion of undergraduate classes taught by full-time faculty by selectively applying Mission Enhancement funds.
- Create a Student Success Center to integrate student services (including placement services), leading to improved retention and student satisfaction.
- Fund and implement a new international student recruitment effort.
- Increase the number of students involved in Study Abroad.
- Increase the number of Honors sections offered by colleges and divisions and the number of Honors College offerings.
- Increase the number and variety of offerings in the Campus Writing Program and Service-Learning offerings.

**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.** Specific objectives are:

- Implement additional quality improvement efforts through the University’s Administrative Systems Project to contain costs, streamline administrative support services, increase internal collaboration and teamwork, use technology effectively, and develop a stronger user orientation in all areas.
- Working closely with divisions and colleges, continue to develop and implement a comprehensive technology master plan and invest the resources to enhance network access, campus outreach efforts (including distance and distributed education), instructional technology, research programs, technological literacy of students in all fields of study, administrative systems, and appropriate training programs.
- Provide MU staff with an array of opportunities for continuous development of their competencies and careers in order to (a) enhance staff attraction, retention, and morale and (b) enhance the quality of services that staff provide to the MU community.
- Attract and retain outstanding faculty by maintaining compensation levels fully competitive with other public AAU Research I Institutions and, similarly, ensure that administration and staff compensation packages are fully competitive in relevant labor markets.

- Support the implementation of MU's beautification program and campus master plan to improve our national image of excellence.
- Expand the number of intra-campus partnerships and partnerships with external agencies and organizations with whom MU shares common goals and values in order to (a) enhance teaching, research, and outreach programs and (b) where appropriate, share resources to improve operational efficiency.
- Mount a five-year, comprehensive major gifts campaign that begins in 2000.
- Building on the divisional and college plans to be submitted by June 1, 2000, continue a campus-wide process that links unit goals, priorities, and resource needs to those of the University as a whole.
- Give special attention to maintaining library materials and resources in the quantity and quality needed to support scholarly productivity.
- Continue to implement the five-year financial plan.
- Implement incentives and review and revise administrative policies, in order to parallel and enhance MU's goals for strengthening MU's competitive position, increasing external research support, and implementing the new budget model.

**Priorities for Action:** These high priority actions will occur in the near future:

- Expand the number of quality improvement projects under the leadership of a campus-wide committee and through participation in the University's Administrative Systems Project.
- Implement the three-year plan to fund the campus-wide technology infrastructure.
- Collect brief and focused unit-level strategic plans and facilitate their implementation.
- Complete a specific plan for the conduct of a five-year major gifts campaign that will incorporate a leadership phase, provide appropriate training for members of the campaign team, increase alumni participation, and enhance MU's overall development programs.
- Implement by Fall 2001 a new budget model for the campus that will reflect the priorities of this plan, establish more specific criteria for budgetary decisions, and achieve a better understanding of the rationale for decision-making throughout the campus.

**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.** Specific objectives include:

- Develop by Spring 2001 a comprehensive enrollment management plan that focuses on recruiting, retaining, and graduating both undergraduate and graduate students.
  - Develop and implement an overall space management plan and a funding strategy to renovate appropriate campus facilities, including identification of specific projects and timetables.
  - Continue 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.
-

**Priorities for Action:** Specific priorities associated with Strategic Goal 4 are:

- Complete and begin implementation of the enrollment management plan by Fall 2001.
- Integrate assessment and program review to encourage and empower departments to continually improve programs.

**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.** Specific objectives include:

- Build on current achievements by increasing the diversity of faculty, students, staff, and administration for the benefit of the campus community, Missouri's economic future, and students' ability to learn, live, and work in a global environment.
- Develop and implement programs to infuse the values contained in "A Statement of Values" into the everyday life of the campus, including prominent display of the "statement" in classrooms, University publications, and, where appropriate, in classroom discussions.
- Reward colleges and departments for developing additional single discipline or interdisciplinary courses focusing on ethical standards and behavior in the various professions.

**Priorities for Action:** The following actions are of high priority in the pursuit of Strategic Goal 5:

- Complete, by late Fall 2000, a comprehensive plan to ensure that progress continues to be made in enhancing diversity on campus. This plan will focus on increasing the diversity of faculty, students, staff, and administration, and improving opportunities for their interaction with the campus community.
- Implement creative approaches and a stronger service orientation to increase the commitment of faculty, staff, students, and other constituents to MU's "Statement of Values."
- Ensure that existing personnel policies are consistent with the "Statement of Values" and that potential conflicts of interest are avoided.

**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 research and creative activity, for the unique quality of the undergraduate experience, and for nationally competitive athletic programs.** Specific objectives are:

- Continue to refine and update MU's communication plan to maximize effective contact with external audiences, particularly in regard to the comprehensive major gifts campaign and the need to highlight MU as the major public research university of the state.
  - In communicating with state and local audiences, focus on the benefit MU provides in personal, economic, and social well being and highlight the educational resources and opportunities available to them from the University.
  - Communicate to Missouri citizens regarding the University's worldwide scholarly efforts in order to enhance statewide understanding of the local benefits derived from an internationally competitive university.
-

- Increase the involvement of MU constituents, especially alumni, in the ongoing life of the campus in order to generate stronger, personal identification with the University.
- Through extension and outreach, increase communication with Missourians regarding MU scholarship and research results and continue to strengthen the outreach function's ability to identify state problems for which MU faculty and students can offer potential solutions.
- 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) and ensure that student athletes are provided opportunities for academic achievement, personal development, and athletic success.
- 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 and build pride in the University.
- Using Mission Enhancement funds, continue to position MU as a global institution which applies research and new technologies for the benefit of Missourians and others.
- Improve internal communications via a variety of methods (e.g., e-mail, direct personal contact, better distribution of Mizzou Weekly).

**Priorities for Action:** The following action steps are currently of the highest priority in the pursuit of Strategic Goal 6:

- Develop a dynamic vision and communications plan for the comprehensive campaign, drawing from this strategic plan.
- Continue the personal involvement of the Chancellor and others in MU's relationship with key external audiences.
- Expand opportunities for alumni and other key MU constituents to work on committees and otherwise be involved in the advancement of the campus.

## EXPECTED OUTCOMES:

MU will monitor and assess progress in each of the six goal areas. The interconnectedness of the goals suggests a reinforcing effect, i.e., successful results in one area should impact positively upon the actions pursued in another. The interconnectedness also suggests that all goal-related efforts will contribute to the achievement of higher quality at MU and to significant advances in the services provided to Missouri, the nation, and the world.

There are four (equally important) categories of outcomes that will be assessed regularly to determine the results of MU's planning process. The strong commitment to achieving even higher levels of quality is evident in all categories, as is the commitment to measure the results of the state's investment in its premier graduate and research university.

The four categories are:

- **Enhanced faculty productivity and overall program quality**, as evidenced by (a) increased external funding for research and creative projects, (b) higher levels of philanthropic support for programs of distinction, (c) increased number of graduate and professional programs (including interdisciplinary efforts), recognized nationally and internationally for their excellence, (d) widespread recognition of faculty accomplishments, and (e) discovery of new knowledge which advances societal understanding of complex technical and social issues.
- **Enhanced quality of graduate and professional education**, as evidenced by (a) higher ability levels of entering students, (b) attraction of more students from premier undergraduate and master's programs, (c) enhanced placement of doctoral and other degree recipients in AAU and Research I universities and in other appropriate positions, (d) a high level of student satisfaction with their respective graduate programs, (e) increased research or creative output while a student in the program, (f) career success, based on follow-up studies appropriate to the field of study, and (g) increased numbers of graduates in selected fields.
- **Enhanced quality of undergraduate education**, as evidenced by (a) enhanced learning outcomes (results), (b) a higher percentage of undergraduate classes conducted by full-time faculty, (c) an increase in the fraction of undergraduates involved in research and creative activities and in international programs, (d) improved placement of degree recipients in the job market and in graduate and professional programs, (e) a high level of student satisfaction with the undergraduate experience, (f) career success, based on employer surveys and other data, and (g) increased retention and graduation rates.
- **Improved services to Missouri**, as evidenced by (a) increased involvement of faculty and students with the legislative and executive branches in the shaping of public policy, (b) increases in the number of applied research efforts that yield direct benefit for Missourians, (c) a stronger leadership role for MU in improving the economic, health, and social welfare of Missouri's citizens, (d) increased enrollments through extension and other off-campus programs designed to enhance educational access, (e) increases in partnerships with business, state agencies and other organizations to improve quality of life for Missourians, and (f) high levels of satisfaction expressed by recipients of MU's programs and services.

The increases expected in faculty productivity, quality of undergraduate and graduate education, and improved service to Missouri will be reported regularly as a part of MU's obligation to be accountable to the public it serves.

## OBJECTIVES ACCOMPLISHED THROUGH STRATEGIC PLANNING:

The purpose of this section is to briefly discuss those objectives which have been completed since the May 1997 initiation of this planning process.

During 1997 and 1998

**Objective:** *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.* The PRIME Fund has been revised and expanded to

---

include cost-match for grants involving (a) major research equipment, (b) instructional innovations, and (c) project-oriented, especially multidisciplinary, research programs.

**Objective:** *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 maintained.* Significant progress has been made in this area, and the newly developed Research Master Plan provides a strong blueprint for the future. Creating incentives for research and eliminating any disincentives to research remain of high priority in the current plan.

**Objective:** *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 which MU shares common goals and values.* The Research Master Plan includes significant emphasis on partnerships, as do the plans of many academic units at MU. This current version of the plan retains an emphasis on partnerships more generally throughout the campus.

**Objective:** *Increase the number of endowed professorships by 50 percent over a five-year period.* This objective was achieved as a result of aggressive fund-raising efforts and through utilization of state matching grants.

**Objective:** *Develop by Spring 1998 an innovative technology education program which arms all students with the skills necessary to access and integrate the information necessary for career success and effective citizenship, including Internet and web literacy. All graduates of MU should be technically literate in their respective fields of study.* A technology master plan has been developed, and this current version of the strategic plan places high priority on its implementation.

**Objective:** *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.* The ability level of MU's entering students has continued to increase as a result of this emphasis. This objective does not appear in the current strategic plan, as it will now be part of a larger enrollment management plan to be completed by Spring 2000. There shall be no reduction of aggressive recruitment efforts in the interim, of course, as MU continues to attract highly qualified students.

**Objective:** *Continue to develop sources of scholarship 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.* The financial development efforts of MU continue to place high priority on this area. It disappears as a separate objective in the current plan only because it will be a part of the larger enrollment management plan to be completed by Spring 2000.

**Objective:** *Explore the feasibility of a tuition stabilization program.* After consideration at both the campus and system level, it was concluded that such a program is not feasible at the present time. MU remains committed to maintaining affordable tuition rates for Missouri residents and nonresidents.

**Objective:** *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.* A recent decision has been made to allocate significant funds annually to assure continued progress in this area. The technology master plan includes this component also and has been given high priority for implementation.

**Objective:** *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.* This objective has been successfully accomplished in collaboration with the University of Missouri system administration. For the fiscal years 1999 and 2000, the state has committed \$6,450,600 to MU Mission Enhancement. A similar amount is also expected for fiscal years 2001 and 2002.

**Objective:** *By late Spring 1998 develop a technology master plan which enhances student learning and supports research and teaching programs on and off campus.* The technology master plan has been developed and, as indicated above, has been given high priority for funding and implementation.

**Objective:** *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.* “A Statement of Institutional Values” was developed on schedule by a campus-wide committee and has been prominently posted at strategic locations around campus. The current strategic plan places high priority on developing creative means for infusing those values into everyday actions and behavior.

**Objective:** *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.* This objective is to be accomplished under the current plan by calling for the submission of brief and focused strategic plans by all units on campus. A key element of these plans will be demonstration of the connection between unit goals and priorities and those of the campus.

**Objective:** *Design the methodology for evaluating the success of this strategic plan and for communicating the results to key audiences.* The methodology is in place and includes annual planning reports (such as this fourth report on the process), the Chancellor’s Annual Report, the MU Communications Plan, and other venues. In all cases, emphasis is to be placed on reporting the outcomes (results) achieved by MU as the strategic plan is implemented on an ongoing basis.

During 1999

**Priority for Action:** *Implement a program of incentives for research and eliminate disincentives to research that may exist, as identified by a committee of outstanding research scholars.* The research incentive/disincentive study by a committee of research scholars has been completed, resulting in a plan.

**Objective:** *Complete a needs assessment for a fine and performing arts facility by late Spring 2000 to enhance student exposure to the arts and to increase community service and outreach.* The needs assessment for fine and performing arts space was completed in Spring 2000. This document will serve as the foundation for building design and development efforts.

**Objective:** *Working closely with divisions and colleges, develop by January 2000 a comprehensive technology master plan which enhances network access, campus outreach efforts (including distance and distributed education), instructional technology, research programs, technological literacy of students in all fields of study, administrative systems, and appropriate training programs.* A comprehensive technology master plan has been completed. It focuses on eight areas of implementation: maintaining the infrastructure and people support services; increasing support for educational technology; maximizing the effective use of technology; enhancing the information technology environment to support research innovation; improving data access, management, and reporting; leveraging campus information technology resources; evaluating emerging technologies; and continuing development of an ASP transition plan.

**Objective:** *Increase private giving to \$40 million annually by June 2000 and initiate a campus-wide capital gifts campaign in the near future.* Private giving for FY99 exceeded \$40,370,000 (includes cash and private grants). Planning is in place for a comprehensive major gifts campaign.

**Objective:** *Integrate the campus planning process with that of divisions, colleges, and departments, linking unit goals, priorities, and resource needs to those of the campus.* All divisions have been requested to initiate a planning process resulting in division and department plans that are consistent with the campus plan. College annual reports have been restructured to include goals, objectives, progress in meeting objectives and resources needed to accomplish those goals.

## CONCLUDING REMARKS:

This fourth report on the strategic planning process reflects the ongoing nature of the effort, i.e., planning must be continuous and ever-responsive to changing needs and circumstances, both internally and externally. The intent is to issue reports annually and to engage all MU constituents in discussions about appropriate goals, objectives, and priorities. The extension of the planning effort to the unit level will promote greater coordination and unity of effort as the campus works toward achievement of common ends. External audiences also will continue to be engaged both directly and indirectly in forming the institution's agenda for the future. MU is committed to an open, participative process and to making those changes necessary to ensure that the strategic plan remains both relevant and responsive to the needs of Missourians and others.

