

# Missouri University of Science and Technology

## Draft Strategic Plan

### *Elevating Missouri Through Research and Education*

*(Updated 6-8-18)*

#### **Mission of the University of Missouri System:**

The mission of the UM System, as a land-grant university and Missouri's only public research and doctoral-level institution, is to discover, disseminate, preserve and apply knowledge. The university promotes learning by its students and lifelong learning by Missouri's citizens, fosters innovation to support economic development, and advances the health, cultural; and social interests of the people of Missouri, the nation, and the world.

#### **Missouri S&T Mission:**

Missouri S&T integrates education, research and application to create and convey knowledge that serves our state and helps solve the world's great challenges.

#### **Missouri S&T Vision:**

Missouri S&T will be the leading public technological research university for discovery, creativity and innovation. We will cultivate curiosity, creativity and confidence in our graduates. We will be the institution of choice for partners around the world seeking a highly qualified, talented and entrepreneurial workforce; innovative research; relevant educational programs, products and services; and technology and ideas to solve the great challenges of our time.

#### **Introduction and Overview:**

Missouri University of Science and Technology is a great place to work, to learn, to teach, and to extend the boundaries of knowledge. Because it attracts talented and forward-thinking faculty, staff, and students, Missouri S&T plays a crucial role in solving some of Missouri's, and the nation's, most complicated and urgent problems. Our university has a long history of achievement and success, and enjoys a current climate that emphasizes high-quality educational experiences and high-impact research productivity. As one of Missouri's first land-grant universities, we take seriously our charge to serve the citizens of Missouri not only by educating its workforce, but also by providing valuable economic opportunities that empower the state. The recent strategic planning process has provided our campus the opportunity to reflect on our values and articulate our goals for the future. Our resulting document

will guide our efforts to maintain excellence in many areas and to strengthen our position as Missouri's flagship public university for STEM education and research.

This document was developed by Missouri S&T's Strategic Planning Committee (SPC), which includes faculty, students, staff, and administrators representing a wide variety of units and interests across the campus. Drawing on literally hundreds of years of its own collective experience at S&T, as well as input from diverse stakeholders across our campus, the SPC has developed a plan that foregrounds some important aspirational goals for our university. This plan also emphasizes our ongoing efforts to remain a unique, vibrant, and innovative community that embraces continual improvement, prepares students for success in a global economy, and instills in them an appreciation of differences and a culture of inclusion.

Through the five specific Compacts, Missouri S&T articulates its commitment to many dimensions of student success, high-impact research and scholarship, active and far-ranging engagement and outreach, welcoming inclusivity, and effective, thoughtful, and transparent stewardship of our resources. In its broadest strokes, Missouri S&T's strategic plan emphasizes the value that it brings to the state (and beyond) and the opportunities it provides for its students, faculty, staff, alumni, employers, industry partners, and other stakeholders both within and beyond Missouri. Thus, the SPC refers to this plan as "Elevating Missouri Through Research and Education." The following narrative and tables will explain in detail how S&T aspires to meet these goals.

### **The Five Missouri Compacts:**

#### **Missouri S&T Compact for Excellence in Student Success**

Fostering student success is the most fundamental goal of any university. Missouri S&T plans to improve the quality of our students' experiences by approaching our teaching and learning environments holistically. We will enhance our students' access to the curricular, professional developmental, and professional advising so crucial to their success both during and after their time at S&T. We will increase the quality and accessibility to wellness services, including those focused on mental, physical, and financial health. And we will continue to provide students with the diverse, creative, innovative, experiential, and entrepreneurial opportunities that will maximize their future career success and allow them to make significant contributions to our state and nation.

Student success is inextricably linked to teaching excellence, and Missouri S&T pledges to support the innovation and excellence of our faculty members by establishing and maintaining beneficial programs that focus on mentorship, effective teaching strategies, and creative approaches to course material. Furthermore, Missouri S&T will not only guide developing instructors toward such programs, but also recognize and celebrate accomplished educators in

order to raise the visibility and appreciation of those faculty members making such important contributions to students' educational experiences.

Positive student programs and excellent instructors can only have an impact on students if those students actually have access to our university. Thus, even as we seek recognition as a highly selective state university, S&T endeavors to increase efforts to recruit talented students from underserved areas of our state, first-generation students, and students who are members of underrepresented minorities. We will implement programs encouraging open-source textbooks and other strategies that reduce the cost of higher education for students. We will increase our retention rates and graduation rates by focusing on programs that improve students' first-year experiences, and we will reach out to our UM partner campuses to provide additional access to collaborative programs that leverage opportunities across the system. In short, we will work on many fronts to make Missouri S&T as affordable and accessible as possible to students who will benefit from, and succeed in, our many degree programs.

#### Missouri S&T Compact for Excellence in Research and Creative Works

Missouri S&T is a research university, and the knowledge created by members of our community serves as a beacon for the state of Missouri. The research endeavor is at the heart of our campus; as a result, our culture of research and scholarship is very strong. Missouri S&T aspires to intensify this culture of research and scholarship even further, however, through highly focused and goal-driven recruitment and retention strategies for research-active faculty, improved processes to increase faculty engagement, and increased quality and impact of published scholarship in a wide range of disciplines.

Of primary importance to this strategic plan is Missouri S&T's unwavering commitment to achieve the highest classification in the Carnegie Classification of Institutions of Higher Education. Currently, Missouri S&T is included in the list of R2: Higher Research Activity universities; we aspire to be among the list of R1: Highest Research Activity universities by 2028. Doubling our annual research expenditures by 2025 and reaching an annual expenditure of \$100M by 2028 is an audacious but achievable goal that will contribute to this higher ranking and raise our stature on the national and international stage. To reach this goal, we intend to focus considerable efforts on increasing our Ph.D. student enrollment and our annual number of doctoral degrees granted, and improve the effectiveness of faculty obtaining extramural funds to support graduate students and postdocs. Our faculty has the capacity, the talent, and the passion to elevate our campus to this highest classification of research universities. A campus-wide prioritization of this Compact will, we are certain, lead to impressive and tangible results in the near future, including, but not limited to, a rise in individual program rankings and the successful recruitment of the highest caliber faculty and graduate students.

#### Missouri S&T Compact for Excellence in Engagement and Outreach

Increasing the value and opportunity that Missouri S&T provides our stakeholders boils down to how well we engage with and reach out to individuals and groups across Missouri and beyond. Our state

faces numerous daunting challenges in areas including education, technological innovation, health and wellness, business and economics, infrastructure, workforce development, and many more. Missouri S&T understands its responsibility to help solve these challenges, and recognizes that the work done on our campus benefits not only current students, but also public- and private-sector partners, national laboratories, K-12 educators and their students, and Missouri citizens from all walks of life. Missouri S&T already has robust relationships with many such partners, but we pledge to do more to increase opportunities for engagement with members of all these groups. By focusing our efforts to extend the power and reach of our campus, we will increase the numbers of industry and government partners, scientific and intellectual communities, and Missouri citizens directly touched by and affected by the important work we do at Missouri S&T.

#### Missouri S&T Compact for Inclusive Excellence

At Missouri S&T, we strive to embrace diversity in its many forms, and to create a welcoming, inclusive, and supportive environment in which to learn, to teach, and to work. Our university's strength flows from our wide range of experiences, backgrounds, disciplinary specialties, and perspectives, and we believe in treating all members of our campus community with respect. Because we know that increased diversity leads to increased opportunities for all, Missouri S&T is committed to fostering an inclusive environment that celebrates diversity. We understand that diversity promotes collaborations and increases the impact of the work we do at Missouri S&T. Thus, we intend to implement aggressive recruitment and retention plans targeted at faculty, staff, and students from underrepresented groups, as well as provide additional professional development opportunities related to diversity and inclusion. In short, Missouri S&T pledges to make every effort to provide a safe and respectful atmosphere for all, especially for members of underrepresented groups, and to promote these values and practices that celebrate diversity within communities beyond our campus.

#### Missouri S&T Compact for Excellence in Planning, Operations and Stewardship

As a public research university, we at Missouri S&T understand our obligations to the citizens of Missouri who provide many of the resources required for us to achieve our goals. Responsible and transparent stewardship of these resources is at the heart of our mission to serve this state and its people. We believe that some of our business processes can be streamlined to yield efficiencies, and that our budget processes can more effectively support the strategic objectives identified in this plan. Missouri S&T commits to offering salaries commensurate with recruiting and retaining the most talented faculty and staff, in order to achieve the ambitious objectives outlined in these Compacts. Finally, we pledge to leverage the strengths and collaborative possibilities that exist within the four-

campus university system model in order to optimize the research, teaching, and engagement conducted on our campus.

**Conclusion:**

Achieving the many aspirational outcomes described in the Missouri Compacts will not be easy. We believe, though, that thoughtful, transparent, and goal-driven decisions about how best to reallocate resources to reach the objectives outlined in this plan will yield outstanding results. Many questions about the implementation of these Compacts remain, especially about the nature, source, and specific amount of resources that will be dedicated to achieving these outcomes. As budgets solidify and this plan evolves, however, details about resources will surely become clearer.

Resources are an undeniably important catalyst for implementing a strategic plan, but Missouri S&T recognizes that they are not the only catalyst. The passions and aspirations of talented faculty, staff, and students are the fuel behind all manners of success on a university campus. The process of developing these five Missouri Compacts has given our campus the opportunity to reflect on the many things that we already do well, and to heighten our excitement about tackling the challenges that lie ahead. We at Missouri S&T feel confident that our efforts in the service of our “Elevating Missouri Through Research and Education” plan will make our campus an even greater place to work, to learn, to teach, and to conduct research that will continue to transform our state and change the world.

## Missouri S&T Compact: Excellence in Student Success

Striving for excellence in academic quality and diversity, learning experiences, flexible paths to learning and degree completion, professional development, retention and graduation rates, career outcomes, affordability, debt at graduation and loan default rates.

### OBJECTIVE 1: INCREASE QUALITY OF THE STUDENT EXPERIENCE

Strategies	Metric	Funding Sources Anticipated Cost Source
<p>A. Provide student services and experiences to maximize career success</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Continue to expand student exposure to potential employers by hosting high-impact engagement opportunities</li> <li>• Develop strategies to help students connect the value of co-curricular experiences to career success</li> <li>• Enhance the externship program to engage students with community organizations, alumni, employers, etc. to build career competencies</li> <li>• Build bridges with peer graduate programs, and increase awareness of opportunities in graduate school</li> <li>• Facilitate strong applications to graduate schools and prestigious fellowships</li> <li>• Explore partnerships between Career Opportunities and Employer Relations (COER) and academic units to integrate career preparation into the curriculum, develop employer outreach plans, recruiting and marketing efforts for each degree offered</li> <li>• Continue to recruit and maintain relationships with key employers, including those who don't currently hire S&amp;T students</li> <li>• Establish collaborative engagement strategies between COER and alumni to cultivate new internship/educational opportunities for students</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p>	<ul style="list-style-type: none"> <li>• Increase career outcomes rate, including graduate school placement, to 90% by 2028 from 81% in 2017</li> <li>• Achieve 100% of undergraduate students participating in experiential learning by 2023</li> <li>• Maintain or exceed the number of programs and services designed to enhance student professional development from 187 in 2017</li> <li>• Maintain or exceed the number of high-impact employer events from 181 in 2017</li> <li>• Maintain or exceed the number of students engaged in externship (36), internship (455), and co-op (409) opportunities based on 2017 data</li> <li>• Establish COER liaison for each department or program</li> <li>• Increase the number of unique employers to 1,200 by 2023 from 1,148 in 2017 while maintaining 100% employer satisfaction with S&amp;T hires</li> </ul>	<p><b>Anticipated Cost:</b></p> <ul style="list-style-type: none"> <li>• <b>COER</b></li> </ul> <p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>• Fees</li> <li>• Corporate partner donations</li> </ul>

<ul style="list-style-type: none"> <li>• COER/ COER</li> </ul>		
<p>B. Enhance access to and quality of mental and physical health and wellness programs and services</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Increase faculty, staff and students active participation in student health and wellness initiatives</li> <li>• Continue to provide consultation and care coordination for UCARE referrals regarding students of concern</li> <li>• Continue to engage the Student Health Advisory Committee to ensure the range of health services are meeting student needs</li> <li>• Continue to enhance bystander intervention programming</li> <li>• Complete student health clinic accreditation through the Accreditation Association for Ambulatory Health Care</li> <li>• Complete the S&amp;T Student Fitness Center expansion project by 2020</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Associated Center Directors/ Vice Chancellor of Student Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Meet or exceed a 94% counselor satisfaction level in 2017</li> <li>• Meet or exceed 85% of eligible students reporting that health and wellness services meet their needs; 93% overall satisfaction level in 2017</li> <li>• Meet or exceed a 10% increase in intramural participation of 8,225 intramural entries for 2017, based on current capacity</li> <li>• Meet or exceed engagement in STEP UP! bystander intervention from 634 in 2017</li> </ul>	<p><b>Anticipated Cost:</b></p> <ul style="list-style-type: none"> <li>• Adjusted staffing in Student Affairs Division</li> <li>•</li> </ul> <p><b>Potential Sources:</b></p>
<p>C. Improve the quality of first-year experience</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Restructure Freshmen Engineering and other first-year programs and implement an “all-majors” first-year experience</li> <li>• Increase student usage of Student Success Center and peer mentors</li> <li>• Implement award program for faculty champions of first-year student success</li> <li>• Reinvent Honors Program for an enhanced S&amp;T experience</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Vice Provosts, Center for Advancing Faculty Excellence/ Vice Provost for Academic Support</li> </ul>	<ul style="list-style-type: none"> <li>• Increase first year retention rate to 86% by 2028 from 81% in 2017</li> <li>• Reduce the first-year retention gap between general student body and both Pell recipients and underrepresented and minority students (IR/Cawfield Baseline)</li> <li>• Improve National Survey of Student Engagement (NSSE) first-year engagement indicator(s)</li> <li>• Honors Program re-established by increasing students participating from xx to xx by 2023</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

## OBJECTIVE 2: ENHANCE STUDENT LEARNING BY SUPPORTING TEACHING EXCELLENCE

Strategies	Metric	Funding Sources Anticipated Cost Source
<p>A. Promote teaching excellence through mentorship and programs that enrich the quality and effectiveness of teaching</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Expand CAFE mentorship and teaching programs</li> <li>Disseminate and implement results from IFC committee report for evaluating teaching effectiveness</li> <li>Increase participation in CAFE and Educational Technology events</li> <li>Identify and pursue external teaching honors and awards through the faculty external rewards and recognition committee</li> <li>Increase philanthropic support for excellence in teaching</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>CAFE, Advancement, Provost Office/ CAFE and Advancement</li> </ul>	<ul style="list-style-type: none"> <li>Number of teaching programs developed and implemented by CAFE by 2023</li> <li>Increase the number of unique awardees for internal teaching excellence (CET Outstanding Teaching Awards, Campus Teaching Awards, Curators' Distinguished Teaching Professors, System Awards)</li> <li>Increase the number of external teaching awards</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Support the development of innovative teaching methods and strategies</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Establish Ten Steps to Teaching Success program through CAFE</li> <li>Become an institutional partner with the Kern Entrepreneurial Engineering Network (KEEN)</li> <li>Increase philanthropic support of classroom expansions/renovations</li> <li>Enhance access to flexible classroom configurations</li> <li>Promote teaching innovation through CAFE and Educational Technology initiatives</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>CAFE, Educational Technology, Advancement, Facilities Services/ CAFE</li> </ul>	<ul style="list-style-type: none"> <li>Ten Steps to Teaching Success program established</li> <li>Institutional partnership with KEEN established</li> <li>Number of labs and classroom facilities renovated/built (e.g. Bertelsmeyer Hall and Schrenk West)</li> <li>Number of faculty supported in CAFE eFellows program</li> <li>Number of faculty served in CAFE Mini-Grant program</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<p>C. Respond to student evaluations of teaching each semester</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Reward high teaching performance with accolades and recognition</li> <li>Address instances of poor performance (e.g. Department chairs of faculty with teaching scores below 2.0 for two consecutive semesters will encourage faculty members to engage in CAFE mentoring activities, Department chair mentoring)</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Department Chairs/ Vice Provosts and Deans</li> </ul>	<ul style="list-style-type: none"> <li>Increase the percentage of faculty with teaching scores above 2.0</li> <li>Monitor department average CET scores</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>D. Increase and improve educational resources commensurate with enrollment growth</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Increase availability of large, flexible classroom space</li> <li>Use educational technology innovations to improve efficiency of classroom utilization</li> <li>Increase faculty commensurate with enrollment growth</li> </ul> <p><b>Unit Owner/ Administrative Managers:</b></p> <ul style="list-style-type: none"> <li>Department Chairs, Facilities Services, Provost/ Provost</li> </ul>	<ul style="list-style-type: none"> <li>Number and capacity of classrooms</li> <li>Increase classroom utilization efficiency</li> <li>Increase number of faculty and GTAs in targeted departments</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<b>OBJECTIVE 3: MAINTAIN AFFORDABILITY</b>		
<b>Strategies</b>	<b>Metric</b>	<b>Funding Sources Anticipated Cost Source</b>
<p>A. Increase opportunities and recruitment from underserved parts of the state focusing on first-generation and underrepresented students</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Increase scholarship support for high quality first-time students</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p>	<ul style="list-style-type: none"> <li>Increase the number of first-generation students to 1,000 by 2028 from 661 in 2017</li> <li>Increase the number of underrepresented students to 1,100 by 2028 from 796 in 2017</li> <li>Increase on-campus undergraduate enrollment to 8,500 by 2028 from 7,969 in 2017</li> <li>Number of scholarship dollars awarded to first-generation and underrepresented students</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<ul style="list-style-type: none"> <li>Enrollment Management, Advancement/ Enrollment Management</li> </ul>		
<p>B. Minimize student expenses for textbooks and course materials</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Encourage faculty to utilize and produce open source materials</li> <li>Encourage faculty participation in OER program</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Department Chairs, Global Learning/ Global Learning</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of courses utilizing open source textbooks to 40% by 2028 from 1% in 2017</li> <li>Increase by 50% the number of course textbooks costing less than \$100</li> <li>Number of OER grants awarded to faculty</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>C. Increase number of affordable master's degree opportunities</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Increase number of 4+1 programs</li> <li>Increase number of students in 4+1 programs</li> <li>Increase the enrollment of highly qualified non-thesis master's students</li> <li>Increase number of online, non-thesis master's degree programs</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Graduate Studies, Department Chairs, Global Learning/ Graduate Studies and Global Learning</li> </ul>	<ul style="list-style-type: none"> <li>Increase on-campus master's enrollment to 650 by 2028 from 500 in 2017</li> <li>Increase distance master's enrollment from xx in 2017 to xx in 2028</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>D. Increase flexible pathways to degree completion</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Encourage departments to develop distance degree programs</li> <li>Develop new collaborative programs with UM System campuses to increase the pipeline of transfer students</li> <li>Ensure seamless transition of transfer students</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Department Chairs, Global Learning, Enrollment Management, Graduate Studies,</li> </ul>	<ul style="list-style-type: none"> <li>Increase percentage of distance learning and online courses as measured by SCH to 25% of total in 2028 from 6% in 2017</li> <li>Increase percentage of distance learning and online courses as measured by SCH to 11% of total in 2023 from 6% in 2017</li> <li>Increase number of distance degree programs to 19 in 2023 from 18 programs in 2017</li> <li>Maintain or exceed the number of current certificate programs</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<p>Vice Provost for Academic Support/ Vice Provost for Global Learning and Vice Chancellor for Research and Dean of Graduate Studies</p>		
<p>E. Increase opportunities to shorten time-to-degree completion for both undergraduate and graduate students</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Improve advising to ensure efficient course selection and progress toward degree</li> <li>• Develop strategies for capping tuition costs to encourage greater number of credits completed per semester</li> <li>• Promote curricular activities such as advanced placement testing and transfer credits</li> <li>• Enhance student professional and developmental advising and mentoring</li> <li>• Review degree programs to increase flexibility and reduce requirements (e.g. prerequisite requirements)</li> <li>• Review schedule frequency of required courses</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Department Chairs, Deans, Provost, Enrollment Management/Enrollment Management</li> </ul>	<ul style="list-style-type: none"> <li>• Increase six year graduation rate to 80% by 2028 from 64% in 2017</li> <li>• Increase six year graduation rate of Pell recipients to 70% by 2028 from 56% in 2017</li> <li>• Increase six year graduation rate of underrepresented minority students to 70% by 2028 from 49% in 2017</li> <li>• Reduce debt at graduation for undergraduate students to be at the 25<sup>th</sup> percentile by 2028</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<b>OBJECTIVE 4: INCREASE ACCESS FOR CAPABLE STUDENTS</b>		
<p>A. Increase the enrollment of highly qualified undergraduate students</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Evaluate and revise admission requirements</li> <li>• Work with President Choi to revise or remove “Floyd Rule”</li> <li>• Raise Missouri S&amp;T admission status from “selective” to “highly selective”</li> <li>• Increase scholarship support for highly qualified students (see related strategies)</li> </ul> <p><b>Unit Owner/ Administrative Manager:</b></p>	<ul style="list-style-type: none"> <li>• Increase the mean ACT score to 29.5 by 2023 from 28 in 2017 and 31 by 2028</li> <li>• MDHE approval of selectivity status</li> <li>• Increased scholarships reported under other compacts</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<ul style="list-style-type: none"> <li>Enrollment Management, Chancellor/Chancellor</li> </ul>		
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<b>Missouri S&amp;T Compact: Excellence in Research and Creative Works</b> Striving for excellence in intellectual merit and broader impact, extramural research, high-quality publications and citations, faculty awards and recognition, curated exhibits and juried performances		
<b>OBJECTIVE 1: BUILD A CULTURE WITH INCREASED EMPHASIS ON HIGH-IMPACT RESEARCH AND SCHOLARSHIP</b>		
Strategies	Metric	Funding Sources Anticipated Cost Source
<p>A. Develop policies that support a culture of research</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Manage workload policy to equitably distribute faculty time for scholarly activity</li> <li>Develop departmental proactive recruitment and retention plans for top researchers</li> <li>Develop programs to enable tenured researchers to reengage in significant research</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provosts, Vice Chancellors, CAFE, Department Chairs/Chancellor</li> </ul>	<ul style="list-style-type: none"> <li>Review, revision and approval of departmental workload policies</li> <li>Implementation of departmental recruitment and retention plans for top researchers</li> <li>Track participation in CAFE programs that support research (e.g. Ten Steps to Research Success, sabbatical mini-grants, etc.)</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Pursue the establishment of nationally recognized, externally funded research centers.</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Provide resources and support for the development of proposals pursuing federally funded centers</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Faculty, OSP, Department Chairs/</li> </ul>	<ul style="list-style-type: none"> <li>Number of successful centers established</li> <li>Number of center proposals submitted</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<p>C. Increase faculty recipients of national awards and recognition</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Departments chairs analyze which faculty should be nominated for specific awards/honors</li> <li>• The Faculty External Rewards and Recognition Committee coordinates and monitors the pursuit of these awards at the departmental level, and is in charge of nominations for the National Academy</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Chairs, Provost/Deans and Provost Office</li> </ul>	<ul style="list-style-type: none"> <li>• Ten faculty recipients of nationally recognized awards (e.g. National Academies) by 2023</li> <li>• Successful nomination of at least two faculty for the National Academy of Science or Engineering by 2028</li> <li>• <b>X</b> people per year made Fellows, <b>x</b> people per year receive professional society awards by 2023 (Assoc Dean Research or chair or increase by 10% from 2017)</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p><b>OBJECTIVE 2: ACHIEVE HIGHEST CLASSIFICATION IN CARNEGIE RANKINGS</b></p>		
<p>A. Increase annual research expenditures by 100%</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Adjust faculty workload policies to support increased research focus</li> <li>• Provide resources to faculty to support research</li> <li>• Increased quality and quantity of GRAs</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Vice Chancellor for Research and Dean of Graduate Studies/Chancellor</li> </ul>	<ul style="list-style-type: none"> <li>• Increase annual research expenditures to \$70M by 2025 from \$35M in 2017; increase annual research expenditures to \$100M by 2028</li> <li>• Increase on-campus PhD enrollment to 850 by 2028 from 654 in 2017</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Increase number and quality of scholarly works</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Establish baseline scholarly works productivity numbers at the university and departmental levels</li> <li>• Develop policies that promote scholarly works (e.g. workload policies, resources to cover publishing costs)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of juried performances and/or curated exhibits by 5% by 2023</li> <li>• Establish measures of scholarship quality by departments</li> <li>• Increase peer reviewed publication rate per faculty from <b>xx to xxx (chairs)</b></li> <li>• Increase the number of citations by 30% by 2028; increase the</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<ul style="list-style-type: none"> <li>Develop measures for quality of scholarship by department</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Chancellor for Research and Dean of Graduate Studies, Chairs/Chairs</li> </ul>	<p>number of publications by 30% by 2028</p>	
<p>C. Increase doctoral degree productivity</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Develop programs that facilitate recruitment of Ph.D. students</li> <li>Develop programs and policies that support Ph.D. students (e.g. Writing Bootcamp, future faculty programs, bridge funding)</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Faculty, Department Chairs, Office of Graduate Studies, Vice Chancellor of Research and Dean of Graduate Studies/ Vice Chancellor of Research and Dean of Graduate Studies</li> </ul>	<ul style="list-style-type: none"> <li>Increase on-campus PhD enrollment to 850 by 2028 from 654 in 2017</li> <li>Achieve 0.5 Ph.D. graduates per faculty per year in Ph.D. granting departments</li> <li>Number of students participating in activities sponsored by Graduate Studies</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

### **Missouri S&T Compact: Excellence in Engagement and Outreach**

Strive for excellence by building a climate that values the diverse background, experiences and perspectives of each individual; effective programs for educational, health, cultural, economic and social outreach with local, state and global communities; and innovative partnerships with industry for economic and workforce development.

## **OBJECTIVE 1: INSPIRE STUDENTS TO PURSUE CAREERS IN STEM DISCIPLINES**

Strategies	Metric	Funding Sources Anticipated Cost Source
<p>A. Inspire Missouri S&amp;T students to become certified K-12 teachers particularly in underserved areas and in STEAM disciplines</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Market new Teacher Education and Certification Department</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p>	<ul style="list-style-type: none"> <li>Grow enrollment in the Teacher Education and Certification Department to <b>xx</b> in 2018 to <b>yy</b> in 2023</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<ul style="list-style-type: none"> <li>Vice Provosts/ Director of Marketing and Communications</li> </ul>		
<p>B. Sustain and enhance engagement with K-12 educators and students</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Develop and implement programs for K-12 teachers in STEAM disciplines</li> <li>Recruit K-12 students into S&amp;T summer programs</li> <li>Recruit funding source to sustain S&amp;T summer programs and scholarships for students</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provosts, Vice Chancellors/ Provost Office</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of Missouri counties participating in Project Lead the Way to 64 by 2023 from 58 in 2017</li> <li>Increase the number of educators participating in the South-Central Regional Professional Development Center by 3% by 2023 from xx in 2017</li> <li>Increase the number of students attending summer camps to 600 by 2023 from 470 in 2017/</li> <li>Increase the number of student supported by scholarships for summer programs to xx in 2023 by xx in 2017</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<b>OBJECTIVE 2: SERVING INDUSTRY NEEDS</b>		
<b>Strategies</b>	<b>Metric</b>	<b>Funding Sources Anticipated Cost Source</b>
<p>A. Prepare civic-minded, workforce-ready and entrepreneurial graduates</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Refine systematic process of continuous improvement to document achievement of S&amp;T institutional student learning outcomes 4 – 7</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provosts and Deans/ Provost Office</li> </ul>	<ul style="list-style-type: none"> <li>Maintain Higher Learning Commission (HLC) and disciplinary accreditations</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Increase economic impact of S&amp;T developed technologies</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Market to faculty the process and benefits of patenting ideas</li> <li>Market university IP to potential licensees</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Chancellor for Research/ Vice Chancellor for Research</li> </ul>	<ul style="list-style-type: none"> <li>Increase the annual number of patents issued to 20 by 2023 from 15 in 2017</li> <li>Increase the number of disclosures to 80 by 2028 from 47 in 2017</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<p>C. Increase industry-sponsored research</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Increase the number of master sponsored research agreements</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>COER, Vice Chancellor for Research/Chancellor</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of master sponsored research agreements to 6 by 2023 from 2 in 2017</li> <li>Increase the amount of industry-funded research to \$13M by 2023 from \$7M in 2017</li> <li>At least one specific “Industry Day” per semester by 2023</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<b>OBJECTIVE 3: COMMUNITY AND STATE ENGAGEMENT</b>		
<b>Strategies</b>	<b>Metric</b>	<b>Funding Sources Anticipated Cost Source</b>
<p>A. Expand service learning opportunities and senior design capstone projects</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Benchmark and promote development of service learning activities</li> <li>Benchmark the senior design capstone projects that serve Missouri industry.</li> <li>Promote participation in senior design by developing a master template for funding projects. Market this opportunity to Missouri industry</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Department Chairs/ Vice Provost of Academic Support</li> </ul>	<ul style="list-style-type: none"> <li>Develop at least 20 specific service learning activities per year by 2023 within a 50 mile radius</li> <li>After establishing the baseline numbers, increase the number of Missouri companies sponsoring a senior design capstone project by 5% year</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Increase awareness of, and improve access to, university expertise</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Develop “Math and Science Night” activities at key high school and community college partners</li> <li>Promote faculty and students to serve as advisors to local FIRSTE robotics groups at regional high schools</li> <li>Develop programs and policies that encourage and reward faculty to participate in community and state service-related activities</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Deans/ Vice Provost for Academic Support</li> </ul>	<ul style="list-style-type: none"> <li>Double the number of Missouri S&amp;T faculty participating in the UM Presidential Engagement Fellows program to 6 by 2023</li> <li>Host “Math and Science Night” at key high schools five times per year by 2023</li> <li>Host <math>\geq 2</math> STEAM-related competitions (e.g. science fairs, history day etc.) per year by 2023</li> <li>Track faculty involvement in community and state service engagement via myVITA</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>



## Missouri S&T Compact: Inclusive Excellence

Comprehensively integrate inclusion efforts into the areas of access and success, campus climate and intergroup relations, education and scholarship, institutional infrastructure, community engagement

### OBJECTIVE 1: FOSTER AN INCLUSIVE ENVIRONMENT

Strategies	Metric	Funding Sources Anticipated Cost Source
<p>A. Implement the Inclusive Excellence Framework to provide a campus atmosphere that creates a safe and respectful place for all, especially underrepresented and minority groups, and to promote the same values in the community</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Implement Orientation Week Missouri S&amp;T Values training for all First Year students</li> <li>• Ensure personnel staffing is adequate to provide disability support services to campus community</li> <li>• Engage with county and municipal leaders through “Let’s Talk” series to address barriers in the community for URM faculty and staff</li> <li>• Implement media campaign – Diversity is a Shared Value at S&amp;T</li> <li>• Increase number of students studying abroad by increasing amount/number of scholarships Study Abroad program</li> </ul> <p><b>Unit Owners/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Vice Provosts, Vice Chancellors/ Chief Diversity Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Improve campus climate survey results:</li> <li>• Underrepresented and minority faculty, staff and student satisfaction to 80% by 2028 from 70% in 2017; female faculty, staff and student satisfaction to 86% by 2028 from 76% in 2017; international student satisfaction to 70% by 2028 from 60% in 2017; disabled satisfaction to 77% by 2028 from 67% in 2017; veteran satisfaction to 80% by 2028 from 70% in 2017, multiple race satisfaction to 72% by 2028 from 62% in 2017</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Provide additional professional development opportunities related to competency development in diversity and inclusion</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Ensure personnel staffing is adequate to allow growth in campus wide training and competency development operations</li> <li>• Implement national speaker series on diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the variety of professional development sessions related to diversity and inclusion competencies from 3 to 10 by 2028</li> <li>• Increase the number of participants in professional development opportunities from <b>x</b> a year to <b>xx</b> a year by 2028</li> <li>• Increase in Diversity performance indicator in system wide appraisal tool from <b>X</b> to <b>XX</b> by 2028</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<ul style="list-style-type: none"> <li>• Develop and communicate comprehensive guide for supervisors to evaluate in appraisal tool the success indicators in Diversity</li> <li>• Encourage faculty to pursue international educational opportunities</li> </ul> <p><b>Unit Owners/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Vice Provosts, Vice Chancellors/ Chief Diversity Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Number of faculty participating University of South African Education Program (UMSAEP) partnership or other international programs</li> </ul>	
<p>C. Encourage the development of new and existing curricular and co-curricular programs that promote academic and personal growth of traditionally underserved students and the continued edification of majority student populations</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>• Secure dedicated funding for URM (underrepresented and minority) Peer Mentor Program</li> <li>• Ensure funding for curriculum redesign mini grants is available fall 2019 and marketed thoroughly to faculty</li> <li>• Launch student-focused Diversity Leadership Council to encourage greater participation in and leadership of cultural events and programs</li> <li>• Work with faculty to integrate diversity and inclusion competencies seamlessly into First Year Experience (FYE) curriculum</li> <li>• Request that corporate donations support scholarships for study abroad</li> <li>• Develop formal Visiting Scholar Program with international theme</li> </ul> <p><b>Unit Owners/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>• Vice Provosts, Vice Chancellors/ Chief Diversity Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of URM students who enroll in the Peer Mentor Program</li> <li>• Increase the number of awarded mini grants for curriculum redesign from 5 to 20 by 2028</li> <li>• Increase frequency of campus wide cultural events and programs (TBD)</li> <li>• Increase the number of diversity and inclusion competencies embedded in First Year Experience course</li> <li>• By 2023 double number of students going abroad (from xx to xx)</li> <li>• 5-10 visiting faculty per year in the Visiting Scholar Program with international focus by 2023</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

**OBJECTIVE 2: DIVERSIFY COMMUNITY THROUGH INCREASED RECRUITMENT FOCUS**

Strategies	Metric	Funding Sources Anticipated Cost Source
<p>A. Develop and implement a recruitment, hiring and retention plan focused on underrepresented and minority faculty and staff</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Establish department-level goals for recruitment and retention of underrepresented and minority faculty and staff</li> <li>Make funding for ADA accommodations more available for departments</li> </ul> <p><b>Unit Owners/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provosts, Vice Chancellors/ Chief Diversity Officer</li> </ul>	<ul style="list-style-type: none"> <li>Increase underrepresented and minority faculty to 10% by 2028 from 4% in 2017; increase underrepresented and minority staff to 10% by 2028 from 5% in 2017</li> <li>Recruiting and retention plan implemented by 2023</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Enhance campus undergraduate and graduate student recruitment plans</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Increase URM scholarship funding and awards</li> <li>Increase the Chancellor's Distinguished Fellowship award for female PhD candidates</li> <li>Expand international recruitment portfolio</li> <li>Engage international alumni in recruitment efforts</li> <li>Increase number of international alumni events; number of alumni assisting with recruitment fairs abroad</li> </ul> <p><b>Unit Owners/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provost for Enrollment Management/Vice Provost &amp; Deans</li> </ul>	<ul style="list-style-type: none"> <li>Increase underrepresented and minority undergraduate students to 20% by 2028 from 7% in 2017; and increase underrepresented masters and PhD students to 15% by 2028 from 7% in 2017</li> <li>Increase number of dedicated scholarship funds for URM recruitment (<b>Baseline</b>)</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p><b>OBJECTIVE 3: COMMUNICATE THE VALUE AND IMPORTANCE OF DIVERSITY AND INCLUSION</b></p>		
Strategies	Metric	Funding Sources Anticipated Cost Source



## Missouri S&T Compact: Excellence in Planning, Operations and Stewardship

Strive for excellence in long-term planning processes for operating and capital needs, measures of accountability visible to all stakeholders, processes, practices, and policies that encourage collaborations and progress across the four institutions of the UM System, and a change in organizational structures to achieve the objectives of the research, teaching and engagement mission.

### **OBJECTIVE 1: INCREASE TRANSPARENCY AND EFFICIENCY OF BUSINESS SERVICES AND FISCAL OPERATIONS**

Strategies	Metric	Funding Sources Anticipated Cost Source
<p>A. Evaluate and redesign campus units' funding model and service providers to increase efficiency and transparency</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Identify and review all campus services that are funded by fees and redesign as needed</li> <li>Communicate services provided from general allocations versus extra/premium services provided on fee basis clearly to campus community</li> <li>Review all recharge service operations every five years and communicate results to campus community</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Respective Vice Chancellors, Directors &amp; Managers of Service Units/ Vice Chancellor for Finance and Operations</li> </ul>	<ul style="list-style-type: none"> <li>Quantify the number of charge back units; number of units redesigned, and report on percentage completed by 2023</li> <li>Develop, evaluate and communicate performance metrics for service units</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>
<p>B. Redesign the budget revenue distribution and budgetary process to more effectively support campus-wide strategic objectives</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Evaluate and refine the budget revenue distribution process(s)</li> <li>Develop five year operations financial plan</li> <li>Develop five year plan for capital maintenance and renovation funding</li> <li>Develop five year plan for parking operations and capital needs</li> </ul>	<ul style="list-style-type: none"> <li>Meet or exceed Facilities Condition Needs Index (FCNI) target of .3</li> <li>Develop, evaluate and communicate five year rolling budget plans and update annually</li> <li>Number of budget revenue distribution processes evaluated and redesigned</li> </ul>	<p><b>Anticipated Cost:</b></p> <p><b>Potential Sources:</b></p>

<ul style="list-style-type: none"> <li>Review and improve indirect cost recovery distribution models to support research using best practices</li> <li>Develop five year IT Capital Plan</li> <li>Develop five year plan for housing, dining and student life reinvestments</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provosts, Vice Chancellors/ Vice Chancellor for Finance and Operations</li> </ul>		
<p>C. Improve transparency and satisfaction of compensation decisions</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Achieve faculty salaries to be on par with our peers</li> <li>Generate a staff salary equity pool for each of the next five years to address salary inequities</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provosts, Vice Chancellors/ Provost, Chancellor</li> </ul>	<ul style="list-style-type: none"> <li>Achieve midpoint of compensation goal by 2023 (baseline)</li> <li>Achieve compensation comparable to peer institutions for faculty by 2023</li> <li>Achieve equitable compensation for staff by 2023 (benchmark from Rhonda or Cuba)</li> </ul>	<p><b>Anticipated Cost:</b></p> <ul style="list-style-type: none"> <li>\$1-\$5M</li> </ul> <p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>Reallocation</li> </ul>
<p>D. Improve effective utilization of all campus financial resources</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Conduct review of campus financial resource utilization</li> <li>Departments should maintain a reserve level between five and ten percent of their approved budgets. Reserves in excess of 15% require an asset utilization plan approved by the respective Dean or Vice Chancellor/Provost</li> </ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"> <li>Vice Provosts, Chairs/Vice Chancellor for Finance and Operations</li> </ul>	<ul style="list-style-type: none"> <li>Establish an acceptable reserve range of expendable restricted funds</li> <li>Meet system mandated reserve for maintenance and repair</li> <li>Achieve or exceed the change in net assets target included in the annual budget approved by the Board</li> <li>Compliance with new reserve asset expenditure plan</li> </ul>	<p><b>Anticipated Cost:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>Potential funding source for reallocation.</li> </ul>
<p>E. Streamline and improve efficiencies at Missouri S&amp;T by increasing collaboration among the four campuses</p> <p><b>Initial Tactics:</b></p> <ul style="list-style-type: none"> <li>Support UM System initiatives in this area</li> </ul>	<ul style="list-style-type: none"> <li>Track implementation of efficiencies</li> <li>Number of changes completed</li> </ul>	<p><b>Anticipated Cost:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Potential Sources:</b></p> <ul style="list-style-type: none"> <li>Potential funding source for reallocation.</li> </ul>

<ul style="list-style-type: none"><li>• Implement changes needed to accomplish the objectives of the Administrative Review (PWC) to enhance Missouri S&amp;T</li></ul> <p><b>Unit Owner/Administrative Manager:</b></p> <ul style="list-style-type: none"><li>• Vice Provosts, Vice Chancellors/ Vice Chancellor for Finance and Operations</li></ul>		
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