University of Missouri-Rolla  
1999-2000 Strategic Action Plan

The University of Missouri System is engaged in a strategic planning process. The emerging outline of the UM System strategic planning process appears to be in alignment with the process of strategic planning that UMR has employed for the last seven years. During this period all of the campus constituencies have been involved in the planning process to sharpen the focus of the campus, to increase the activity and efficiency of all sections of the campus, and to build a consensus supporting UMR’s enhanced mission. As a result, UMR is well prepared to utilize the mission enhancement funding made available for transformational improvements in UMR’s programs.

UMR’s enhanced mission has two mutually supportive themes which contribute to the overriding purpose of serving the citizens of Missouri and the nation: educating tomorrow’s leaders in engineering and science and research supporting and related to economic development. The Strategic Action Plan for FY00 will strengthen UMR’s ability to meet the commitments for learning outcomes, productivity, and efficiency that are expected from the mission enhancement effort.

Again this year, the Strategic Action Plan is organized around the separate action plans of the divisional units. The divisional plans, however, are united in their response to the campus list of super goals.

The UMR community can take great pride in its accomplishments. It is the dedication and hard work of the faculty, staff, and students that allows UMR to remain one of the premier engineering campuses in the world.

Sincerely,

John T. Park
Chancellor
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## Strategic Action Plan Organized by Unit Plans

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## Strategic Action Plan Organized by Strategic Theme

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Educating Tomorrow’s Leaders in Engineering and Science

Mission: The University of Missouri-Rolla, UMR, has a major responsibility for meeting Missouri’s needs for engineering education. UMR offers residential programs with an emphasis on leadership development that include a full range of engineering and science degrees and complementary liberal arts degrees and programs.

UMR conducts research to advance knowledge, to provide essential support for graduate education, and to enhance undergraduate education. There is special emphasis on research in materials, manufacturing, infrastructure, geotechnical, and environmental engineering and science.

UMR assists in the economic development of the state and nation with the transfer of the technology developed through its research programs. UMR meets the engineering and scientific educational needs of Missouri’s non-traditional students through cooperative efforts with other campuses, innovative delivery systems, and specialized extension programs.

(Approved by the Board of Curators, 07-24-97)

Vision: A university that is a premier source of future leaders in engineering and science able to...
- identify and solve technical and societal problems;
- create, synthesize, and communicate knowledge;
- work effectively as team members in diverse environments;
- adapt to change through life-long learning.

A university whose faculty and staff are committed to excellence in teaching and learning and to the success of students.

A university where faculty, staff, and students conduct nationally competitive research to meet societal needs.

A university which is recognized as a premier source of readily available knowledge, creativity, and education and whose faculty, staff, and students serve the needs of the society of which it is a part.

A university committed to providing an environment which fosters the development of all members of the university community toward their full potential.
University of Missouri-Rolla  
1999-2000 Super Goals

Goal 1: By FY2004, UMR will meet a target on-campus enrollment of 4500 undergraduate students and 1000 graduate students, and 500 FTE off-campus student enrollment.

Goal 2: UMR will annually increase its year-to-year student return rate until UMR’s 6-year graduation rate equals or exceeds 75%. For first-time undergraduates, UMR shall strive for the following return and graduate rates: 90% return after 1 year; sophomore to graduate rate of 85% within 5 years.

Goal 3: Each program will define the educational objectives of the program and will conduct a multi-dimensional assessment of the success of all students in reaching those objectives.

Goal 25: The total of external grants and contracts should increase to $25 million by FY2004, out of which $15 million would come from federal grants and contracts.

Goal 34: Complete a $60 million campaign for the campus by June 30, 2001.

Goal 40: To attain the highest customer satisfaction, using the appropriate technologies, maintaining an infrastructure that evaluates core activities of the support functions such as: providing safe and well-maintained facilities, aesthetically pleasing building and grounds, adequate parking, etc. in relation to campus mission.

Goal 41: To attain a high performing and satisfied staff through developing a performance management system that identifies core competencies for every staff position, provides career planning and professional development opportunities, recognizes and rewards exemplary service, and compensates individuals based on a market driven salary structure.
Highlights from the FY2000 Recruiting Plan

Meet student enrollment goals and maintain the academic quality of the freshman class.
♦ Monitor and modify plan as relates to ensure entering class enrollment and budget targets.
♦ Continue school-based approach focusing by departmental faculty, students and alumni contacts.
♦ Monitor web-based high school sophomore/junior web-based "intervention/advising" program.
♦ Increase number and quality of under-represented students on campus by working with MEP.
♦ Increase number and academic quality of international students by working with IAO and faculty.

Evaluate effectiveness of current scholarship/financial assistance packaging parameters.

Revise/update database and operating efficiency for new processes.
♦ Analyze effectiveness of ADMS and PeopleSoft. Six individuals have been assigned to ASP Project, a considerable amount of time and process revision will be required to implement this project.
♦ Use econometric experiments to test and analyze recruiting strategies for cost-effectiveness.

Expand student recruitment activities in Missouri primary markets.
♦ Increase UMR visibility by increasing the number of high school visits and college fairs coverage.
♦ Work closely with Alumni/Development to ensure optimal use of Missouri alumni ambassadors program.
♦ Increase enrollment in St. Louis and Kansas City metropolitan markets.

Expand student recruitment activities in out-of-state markets.
♦ Continue to strengthen markets in Illinois and Texas. Increase the number of enrolled freshmen from Illinois to 100 by FS 2000; from Texas to 30 by FS 2000.
♦ Work closely with Alumni/Development offices to ensure optimal use of out-of-state alumni ambassadors.

Increase recruiting efforts to target select academically strong transfer students.
♦ Identify potential transfer students from freshmen applicant pool that did not attend UMR.
♦ Update transfer articulation agreements and increase number of Arts & Sciences transfer agreements.
♦ Evaluate purchase of Phi Theta Kappa names to broaden transfer inquiry pool.

Determine involvement pertaining to graduate student recruitment.
♦ Graduate admission committee is being established to address graduate recruitment and admission issues.
♦ Redesign admission and financial assistance web pages to be more “graduate-friendly”.
♦ Provide data assistance as requested for professional/executive graduate program recruitment.
♦ Working with Chemical EN, Chemistry and Mechanical and Aerospace EN to process inquiry letters.

Optimize the effectiveness of financial assistance for recruitment and retention.
♦ Complete benefit evaluation of changing GPA requirements for continuation of scholarships.
♦ Remain current in financial assistance issues (compliance, federal and state program changes).
♦ Continue analysis of financial aid packaging patterns for UMR students.
The mission of the College of Arts and Sciences remains the same: to provide high quality basic instruction for engineering majors in math, science, the humanities and social sciences; to offer excellent major and minor work in the College’s disciplines; and by educating students as broadly as possible, to help prepare students for a life as well as a living.

In accordance with the preeminent university-wide goals, the College will pursue objectives related to the areas listed below.

**Research**

In the sciences, the College will strive to increase the number of external grants and contracts and the number of submissions to the University of Missouri Research Board by 15 percent. It will increase the number of undergraduate students involved in research by 15 percent over the average of the past five years. We will strengthen the Biological Sciences Department and begin a graduate program there, as well. New faculty in humanities and social sciences will be expected to meet higher standards for research and publications--to meet tough departmental criteria for promotion and tenure.

*Performance measures:* We will measure progress by peer assessment of the quality of papers published in refereed journals, by the number of such publications, by the number of grant proposals submitted, and by external recognition and awards provided UMR scholars.

**Retention**

We will pursue several steps to promote retention. We will encourage and provide some funding for faculty to attend advising seminars off campus and work to promote an advising workshop on campus; we will offer more mentoring sessions and tutoring within departments; we will arrange for assisted grading of homework in basic math courses.

*Performance Measures:* The percentage of students returning to UMR each year; the number of majors in each department; the graduation rate each year. Expression of satisfaction or dissatisfaction on student surveys.

**Recruitment**

Departments, with the aid and assistance of the College, will move aggressively to recruit students. Departments will put together informational brochures for both graduate and undergraduate students; will seek funds for additional scholarships; and encourage professors to make contact with students at recruiting meetings around the state.

*Performance Measures:* The number of new majors in the humanities and social sciences. The number of students enrolled in College courses. The number of student credit hours taught in the College.
Teaching Quality

Faculty considered below average in teaching will receive encouragement to read essays on pedagogy. The College will encourage all departments to examine their curricula to insure that they are current. All departments will do capstone courses and do careful assessment of the knowledge of their majors. The College will also insist that all departments do peer evaluations for untenured faculty, and for those tenured faculty members who do not do well on student evaluations.

Performance Measures: The number of teaching awards in the College. The number and quality of publications on pedagogy. The number and quality of seminars attended by faculty. Expression of satisfaction with their teachers by top quality students upon graduation and following graduation.

Development

The College will hold its second annual meeting with its newly created Board of Visitors in November. Those departments that do not have alumni advisory boards will receive encouragement to form them. The College will encourage departments to establish independent web pages and to maintain close contact with alumni through newsletters and campus events. All departments will be required to work closely with the Arts and Sciences development officer.

Following are the main College of Arts and Sciences action items for the 1999/2000 Strategic Action Plan:

Goal 1

Action Item
Implement steps recommended by an ad hoc committee in the College to promote the status and visibility of the humanities and social sciences.
(Dean of Arts and Sciences)

Action Item
Chemistry will work more aggressively to recruit undergraduate majors. This will entail closer coordination of effort with the admissions office and other departments on campus.
(Dean of Arts and Sciences and Chair of Chemistry)

Action Item
To aid in recruiting, the department chair of Computer Science and selected faculty will attend high school recruiting meetings in St. Louis, Kansas City, Springfield and other Missouri cities.
(Dean of Arts and Sciences and Chair of Computer Science)

Action Item
History and Political Science will recruit students for its cooperative M.A. Program with UMSL.
(Dean of Arts and Sciences and Chair of History and Political Science)

Action Item
Philosophy & Liberal Arts will increase the number of undergraduate majors in Philosophy to ten.
(Dean of Arts and Sciences and Chair of Philosophy and Liberal Arts)
Action Item
Physics will increase the number of undergraduate Physics majors.
(Dean of Arts and Sciences and Chair of Physics)

Action Item
Physics will enroll greater numbers of five-year master fellowship students.
(Dean of Arts and Sciences and Chair of Physics)

Goal 5
Action Item
Firm up a budget, establish permanent space and put the education certification program on a sound footing.
(Dean of Arts and Sciences)

Action Item
Assist in the establishing of an interdisciplinary business program.
(Dean of Arts and Sciences)

Action Item
In 1999-2000 Biological Sciences will initiate a formal proposal to begin a graduate program.
(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item
Biological Sciences will submit a proposal to the Board of Curators and the CBHE to begin a B.A. Degree. (This proposal has been approved by the Curriculum Committee and the Academic Council.)
(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item
Economics will finalize a cooperative B.S. in Business Administration with UMC and to finalize the cooperative MA in Economics with the University of Missouri-St. Louis.
(Dean of Arts and Sciences and Chair of Economics)

Action Item
Economics will assist in bringing the interdisciplinary UMR business degree to fruition.
(Dean of Arts and Sciences and Chair of Economics)

Action Item
Mathematics & Statistics will propose the establishment of a master’s degree in applied statistics with special emphasis on training statisticians to work in an industrial setting. This will assist in recruiting traditional but especially non-traditional students.
(Dean of Arts and Sciences and Chair of Mathematics and Statistics)

Action Item
P.E. proposes to complete a study on the feasibility of adding Physical Education as part of the university’s education certification.
(Dean of Arts and Sciences and Chair of Physical Education & Recreation)
Action Item
Management Systems will explore accreditation of its program.
(Dean of Arts and Sciences and Director of Management Systems)

Action Item
Management Systems will implement a new curriculum as approved by the Management Systems Committee, and will aggressively recruit both first time freshmen and transfer students.
(Director of Management Systems)

Goal 9
Action Item
History and Political Science will designate a faculty member who will devote a significant portion of his/her time to the advising and retention of students.
(Chair of History and Political Science)

Goal 14
Action Item
To improve teaching, each faculty member in Computer Science will attend an internal workshop on teaching effectiveness.
(Dean of Arts and Sciences and Chair of Computer Science)

Goal 15
Action Item
Chemistry will update laboratories and equipment for better course delivery and safety.
(Dean of Arts and Sciences and Chair of Chemistry)

Action Item
Writing Across the Curriculum will improve the services of the Center for Writing Technologies.
(Dean of Arts and Sciences and Director of the Writing Center)

Goal 20
Action Item
Writing Across the Curriculum will complete catalog identification of certified communication emphasized and intensive courses.
(Dean of Arts and Sciences and Director of the Writing Center)

Goal 25
Action Item
Psychology will attempt to secure a research funding increase by insisting faculty members all submit at least one proposal per year.
(Dean of Arts and Sciences and Chair of Psychology)
Goal 29
Action Item
Having hired two new faculty members with mission enhancement funding, the Biological Sciences Department anticipates the appointment of one additional person during the 1999-2000 academic year; this is in the expectation of pursuing a graduate program in the discipline.
(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item
Assist Biological Sciences in the appointment of their third mission enhancement faculty member and begin the process of establishing a graduate program in that department.
(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item
Help recruit a distinguished scholar to fill the new Weiner Professorship in the humanities, the first appointment to be in the English Department.
(Dean of Arts and Sciences and Humanities Chairs)

Action Item
Appoint new department chairs in English and Physics.
(Dean of Arts and Sciences)

Goal 34
Action Item
Psychology will increase phonathon contributions by 10% over the average of the last five years.
(Dean of Arts and Sciences and Chair of Psychology)
Mission

The School of Engineering at the University of Missouri-Rolla has a major responsibility for meeting the engineering education and research needs for Missouri and the nation. The school offers educational and research programs oriented toward leadership, solving society’s problems, and service.

Vision

The School of Engineering at UMR will be recognized as the best place to receive an education for leadership in tomorrow’s technical society and to find solutions for today’s technical challenges.

Critical Success Factors

The School of Engineering is concentrating its new activities in the four major areas listed below. These have been identified as the Critical Success Factors of the University of Missouri System.

Student Success

Emphasis will be placed on recruiting activities to attract the students most capable of success. We will participate in new retention activities that are aimed toward increasing the number of our students who receive degrees within reasonable time periods.

New criteria for assessment of our curriculum and student learning are being developed. We will continuously improve our student learning goals, assessment plan, and feedback process for each degree program and department. We will place emphasis on the integration of new technologies for on-campus and distance education. The improvement of teaching and learning will be a priority.

We will work closely with the employers that hire our students and with graduate schools so that our students have excellent opportunities for success.

Performance measures: standardized exit examinations, teaching evaluations, student credit hours, degrees granted, student headcount, student satisfaction, alumni satisfaction, student retention, next career steps of graduates, and employer satisfaction.

Research and Scholarship

High expectations will be placed on faculty learning and the dissemination of new knowledge through publications. Externally sponsored research will be encouraged, especially in cross-disciplinary areas that address society’s problems. Special emphasis will be made on developing centers of expertise and industry/government collaborations in areas such as civil and information infrastructure; micro, bio, and rapid manufacturing; and environmental engineering.
Additional faculty will be hired in selected areas of national need and in line with our mission enhancement. We will work to provide the supporting infrastructure needed to promote quality research and scholarship. This includes faculty support, graduate student support, space and equipment support, and staff support. Workloads for individual faculty should be adjusted to maximize the total productivity of each unit.

*Performance measures:* external funding, publications, and graduate degrees.

**Program Quality**

It is important that the curriculum be relevant to the needs of society. We will review the program offerings to ensure the applicability and contribution of existing programs to the university. We are proposing to introduce new programs in manufacturing engineering, systems engineering, telecommunications, and management of technology. We will develop additional university and industry partnerships that encourage curriculum currency.

We will encourage the external visibility of our programs through supporting national recognition of our faculty and students. Special efforts will be placed on achieving external awards for our faculty, and prestigious scholarships and design contest excellence for our students.

The school will emphasize the efficient use of resources through a reward structure that includes both performance and costs. Efforts will be increased to encourage staff and faculty development and to provide opportunities for growth.

*Performance measures:* external recognition, external reviews of programs, faculty satisfaction, staff satisfaction, faculty development, and staff development.

**State, National, and International Needs**

Establish a national graduate outreach program. Each degree-granting department will develop outreach activities that increase interaction with the public. A statewide MS degree in Engineering Management will be implemented. A systems engineering masters degree program will be developed and proposed for delivery via distance education. Emphasis will be placed on infrastructure and manufacturing needs of the state. The special relationship between Fort Leonard Wood and UMR will be enhanced through new education and research and development programs. A special emphasis will be placed on attracting high-technology industry to the region and working closely with regional industry.

Development activities will encourage interactions with those individuals and foundations whose interests are consistent with the goals of the school. A major effort will be made to attract high technology industry to the campus area.

Special attention will be placed on marketing and imaging building for the school. We will participate in national forums, which address the needs of engineering education, such as the Industry-Government-University Roundtable on Enhancing Engineering Education. We will work to see that accomplishments in solving society’s problems and in educating tomorrow’s leaders are made visible to the public so that UMR is recognized for the contributions it makes and attracts the best students, faculty, and partnerships.
Performance measures: private sector funding, off-campus credit hours, extension income, outreach activities, professional service activities, industry/faculty interactions, gifts to the school, and growth of high tech industry near UMR.

Goal 1
Action Item
Increase enrollment in the School of Engineering to meet a target on-campus enrollment of 2650 undergraduate students and 409 graduate students and an enrollment of 259 FTE off-campus students for Fall 2000.
(Dean of Engineering)

Action Item
Utilize members of the EE Academy in conjunction with EE faculty to recruit students at public occasions and receptions for prospective students.
(Chair of ECE)

Action Item
Develop a first-class undergraduate brochure for Computer Engineering.
(Chair of ECE)

Action Item
Develop a CD-ROM to be sent to all Missouri high schools defining what Electrical Engineering and Computer Engineering are, and showcase facilities, faculty and strengths of the department.
(Chair of ECE)

Action Item
Develop a program of outreach to statewide elementary and secondary science teachers in order to promote technological literacy and an awareness of engineering career opportunities in K-12 students.
(Chair of ECE)

Action Item
Develop 50 new relationships with high school science and math teachers who understand and appreciate engineering education and the engineering profession.
(Chair of ECE)

Action Item
Develop new undergraduate and graduate brochures for the programs in the MAEEM department.
(Chair of MAEEM)

Action Item
Increase student involvement in activities important to the success of the department, e.g. new student recruiting, open-house tours and demonstrations, department newsletter publication, curriculum assessment, etc.
(Chair of MAEEM)
Goal 2
Action Item
Increase the fraction of students performing satisfactorily in Basic Engineering classes by modifying the time allocated to various topics, the teaching methods used, and the format of the courses.
(Chair of Basic Engineering)

Action Item
Develop methods of obtaining more frequent student feedback relative to teaching effectiveness in the Basic Engineering department.
(Chair of Basic Engineering)

Action Item
Determine points of difficulty associated with student retention in the Civil Engineering program and work to eliminate these difficulties.
(Chair of CE)

Goal 3
Action Item
Implement student learning goals and assessment plans consistent with ABET 2000 criteria.
(Dean of Engineering)

Action Item
Develop alternate measures of outcome performance in the Civil Engineering department and implement a plan to enhance the current program.
(Chair of CE)

Action Item
Publish course objectives and expectations and program objectives in the Civil Engineering department and make these available to all students involved.
(Chair of CE)

Action Item
Apply for ABET accreditation for the BS in Computer Engineering.
(Chair of ECE)

Goal 4
Action Item
Establish a half-time Lectureship position in the MAEEM department for doctoral candidates interested in pursuing academic careers, with the purpose of providing an avenue for gaining experience in classroom instruction.
(Chair of MAEEM)

Goal 5
Action Item
Develop a web-based course in the MAEEM Department.
(Chair of MAEEM)
Action Item
Restructure ME161 (Introduction to Engineering Design) to emphasize design methodology, design conceptualization, graphic communication, concurrent engineering and hands-on activity.
(Chair of MAEEM)

Action Item
Establish a research and teaching project in enabling technologies for a smart aircraft. (MEMS, composite materials, artificial neural networks, and active flow control).
(Chair of MAEEM)

Action Item
Re-look at undergraduate curriculum school-wide in light of ABET requirements, industry needs and retention goals.
(Associate Dean of Engineering for Undergraduate Affairs)

Action Item
Provide options for the Civil Engineering undergraduate, while considering the reduction of course hours required for graduation and providing for an emphasis study area.
(Chair of CE)

Action Item
Complete the implementation of the Envirochemical Emphasis program in Chemical Engineering.
(Chair of ChE)

Action Item
Expand manufacturing and materials efforts within the department of Mechanical and Aerospace Engineering and Engineering Mechanics.
(Chair of MAEEM)

Action Item
Develop a computer graphics lab to support the restructured ME 161 (Introduction to Engineering Design).
(Chair of MAEEM)

Action Item
Strengthen the electro-mechanical component in the MAEEM curriculum.
(Chair of MAEEM)

Action Item
Develop a "just-in-time" strategy for lab experiments and demonstrations associated directly with material presented in the undergraduate courses in the MAEEM department.
(Chair of MAEEM)

Goal 6
Action Item
Increase the number of undergraduate students participating in faculty supervised research in the School of Engineering from 230 to 250.
(Dean of Engineering)
Goal 7
Action Item
Market and implement an interdisciplinary MS in Manufacturing Engineering and a Master of Engineering in Manufacturing Engineering.
(Dean of Engineering)

Action Item
Publicize the BS degree option in Manufacturing Engineering in the Engineering Management Department.
(Dean of Engineering)

Action Item
Implement and publicize the BS degree option in Manufacturing Engineering in the MAEEM department.
(Dean of Engineering)

Action Item
Implement an interdisciplinary Master of Engineering in Systems Engineering which will be available via distance education.
(Dean of Engineering)

Action Item
Develop and propose a plan for a masters degree in Management of Technology.
(Chair of Engineering Management)

Action Item
Develop and propose a plan for a Master of Engineering in Infrastructure Engineering.
(Chair of Civil Engineering Department)

Goal 12
Action Item
Improve the quality of undergraduate instruction and the teaching effectiveness of the faculty in the Civil Engineering department.
(Chair of CE)

Action Item
Improve the quality of instruction and teaching effectiveness of the faculty in the MAEEM department.
(Chair of MAEEM)

Goal 18
Action Item
Provide for more integration of computers into design and manufacturing.
(Chair of MAEEM)

Action Item
Incorporate new learning technologies into the learning process.
(Chair of MAEEM)
Action Item
  Improve the student/faculty interaction outside the classroom.
  (Chair of MAEEM)

Goal 19
Action Item
  Formalize and advertise the Distinguished Student Awards for graduating seniors who
  have achieved faculty recognition for their academic, service and leadership
  contributions to the MAEEM department.
  (Chair of MAEEM)

Goal 20
Action Item
  Increase publication of the student-developed MAEEM newsletter to two per year, for
  greater communication among the alumni, students, faculty and staff, and to provide a
  forum for students to exercise creativity and develop writing ability.
  (Chair of MAEEM)

Goal 22
Action Item
  Equip the Power Electronics Laboratory in ECE.
  (Chair of ECE)

Action Item
  Equip the Graduate Projects Laboratory in ECE.
  (Chair of ECE)

Action Item
  Equip the Lecture Hall in ECE with state-of-the-art audio/video equipment.
  (Chair of ECE)

Action Item
  Increase the number of industrially sponsored senior capstone design projects.
  (Chair of MAEEM)

Action Item
  Develop a computer-aided design studio in the MAEEM department.
  (Chair of MAEEM)

Action Item
  Develop a product innovation and creativity center in the MAEEM department.
  (Chair of MAEEM)

Goal 23
Action Item
  Develop a mechatronics laboratory in the MAEEM department.
  (Chair of MAEEM)
Goal 25
Action Item
Establish a National Science Foundation Industry/University Cross-Disciplinary Research Center in Infrastructure Engineering.
(Director of Center for Infrastructure Engineering and Systems)

Action Item
Increase grant and contract research expenditures in the School of Engineering to $7.7M, excluding extension contracts: $4.0M federal and $3.7M state and other.
(Dean of Engineering)

Goal 27
Action Item
Provide for flexible and interdisciplinary research areas in the MAEEM department.
(Chair of MAEEM)

Action Item
Develop a manufacturing facility in the MAEEM department that emulates the product development process.
(Chair of MAEEM)

Action Item
Establish a center for advanced machining.
(Chair of MAEEM)

Action Item
Expand the capabilities of the composite laboratories.
(Chair of MAEEM)

Action Item
Develop a rapid prototyping laboratory.
(Chair of MAEEM)

Goal 28
Action Item
Participate in development of the Ft. Leonard Wood Research Park
(Dean of Engineering)

Action Item
Build and further develop cooperative efforts with the Missouri Department of Transportation in addressing research interests vital to the transportation industry in Missouri.
(Chair of CE)

Goal 29
Action Item
Hire the Schlumberger Professor of Electrical Engineering.
(Chair of ECE)
Action Item
Hire the Soybean Council Professor in Chemical Engineering (Chair of ChE)

Action Item
Recruit and hire the Roy Wilkens Distinguished Professor in the area of telecommunications in the Electrical and Computer Engineering Department. (Chair of ECE)

Action Item
Recruit new faculty consistent with the goals of mission enhancement. (Dean of Engineering)

Goal 31
Action Item
Finalize and initiate a program leading to the MSCE degree for those Army officers who attend the Engineer Officers Advanced Course (EOAC) and the Chemical Officers Advanced Course (COAC) at Ft. Leonard Wood. (Chair of CE)

Action Item
Implement a statewide MS degree program in Engineering Management. (Chair of Engineering Management)

Action Item
Work toward becoming the preferred source for Civil Engineering graduate degrees, both MS and PhD, for employees of all U.S. Army Corps of Engineer Districts. (Chair of CE)

Goal 32
Action Item
Assist faculty in becoming able to participate on the national level with committee work in technical societies. (Chair of CE)

Goal 34
Action Item
Complete an academic plan for the ME building complex renovation, complete a business plan, select an architectural firm, initiate private funding, begin design work, and secure initial state funding. (Chair of MAEEM)

Action Item
Complete private funding totaling $4.6M for the Butler-Carlton Hall and begin construction. (Chair of CE)
Goal 35
Action Item
  Begin planning for space utilization and space requirements in Chemical Engineering.
  (Chair of ChE)

Action Item
  Begin construction of the new Civil Engineering Building
  (Chair of CE)

Action Item
  Develop schematic design and implement private fund raising for the Mechanical Engineering Building renovation.
  (Chair of MAEEM)

Goal 36
Action Item
  Establish an awards committee to enhance UMR’s visibility through nomination of good candidates for appropriate national recognition.
  (Dean of Engineering)

Action Item
  Establish a position of Director of External Relations in the School of Engineering.
  (Dean of Engineering)
The School of Mines and Metallurgy will be a national leader in instruction and research in the vitally important, complex, and entwined subjects that provide for extraction and utilization of the earth’s crustal resources. The School has, and will maintain, a special significance in the United States for its unparalleled collection of disciplines. The interaction of these disciplines provides synergy that is unique. The seven degree programs in the School will singly and severally provide knowledge on materials, geotechnology, natural resources and their extraction, energy, and the environment.

In pursuit of these goals, the School endorses the super goals of this strategic plan. It recognizes individual targets for several of these super goals.

Goal 1
   Action Item
      Increase enrollment in the School of Mines and Metallurgy to 870 in Fall 2000.
         (Dean of Mines and Metallurgy)

Goal 25
   Action Item
      Increase external grant support in the School of Mines and Metallurgy to an average of $110,000 per year per faculty member, which is approximately $5.7 million per year.
         (Dean of Mines and Metallurgy)
Overall, academic affairs will focus on

- student recruitment,
- improving the information infrastructure,
- the administrative systems project,
- and improved research services.

Goal 1
Action Item
Develop and produce two videos to support campus efforts in recruiting new students.
(Director of Admission and Director of the Video Communication Center)

Action Item
Work with the Alumni Office to improve recruiting events.
(Director of Admission)

Action Item
Move additional scholarship funds to students in the 27-29 ACT range (with appropriate other credentials) to increase numbers of freshmen and meet net revenue target.
(Director of Admission)

Action Item
Work with appropriate constituencies to improve campus recruiting events.
(Director of Admission)

Action Item
Develop two new summer programs for elementary and/or high school students to aid campus recruiting efforts.
(Manager of Continuing Education)

Goal 18
Action Item:
Make printed materials more accessible to the visually impaired via special reading equipment, documentation and training.
(Director of Library and Learning Resources)

Goal 25
Action Item
Complete recommendations for a system wide intellectual property policy and implement the policy on the UMR campus.
(Vice Chancellor for Academic Affairs)
Goal 38
Action Item
  Provide functional area support and expertise to the Administrative Systems Project
during the design and development phases of the PeopleSoft implementation.
  (Director of Admission and Registrar)

Action Item
  Provide web access to classroom availability information.
  (Registrar)

Action Item
  Address Y2K hardware and software deficiencies.
  (Director of Computing and Information Services)
The Administrative Services Division will strive to provide outstanding service that supports the academic mission of the university and meet or exceed the needs of all stakeholders. This will be accomplished by providing services that will support an efficient, aesthetically pleasing, safe, and friendly environment where performance excellence, innovation, and hard work is recognized and rewarded. The major priorities of the division for FY 1999-00 will be:

- Enhancing the campus aesthetics by improving the visual condition of buildings and grounds;
- Implement Phase II of ISO 14000 certification in order to effectively manage environmental compliance issues;
- Implement ASP/PeopleSoft System.

Goal 40
Action Item
Develop campus safety manual and laboratory safety manual.
(Opportional Health and Safety Services)

Action Item
Address issues identified in safety program gap analysis.
(Opportional Health and Safety Services)

Action Item
Work with suppliers and departments to expand use of purchasing credit card.
(Purchasing)

Action Item
Develop and schedule programs for orientation for new campus employees on services offered by the Purchasing Department and how to make purchases.
(Purchasing)

Action Item
Apply all updates for NIGP commodity codes to the APS purchasing system software.
(Purchasing)

Action Item
Determine effectiveness of BidNet and similar Web-based services in locating additional suppliers for increased competition and lower prices through trial use of those services.
(Purchasing)

Action Item
Revise campus processes related to procurement function as necessary for implementation of ASP/People Soft.
(Purchasing)
Action Item
Research feasibility of having campus PBX.
(Telecommunications)

Action Item
Work on Phase II of ISO 14000 implementation.
(Environmental Management Services)

Action Item
Increase offerings of electronic document services.
(Centralized Printing and Mail Services)

Action Item
Upon approval by campus parking committee, establish two parking lots on north side of campus (north of EE building on 16th Street).
(University Police)

Action Item
Re-engineer campus recruitment process as part of implementation of ASP/PeopleSoft.
(Human Resource Services)

Action Item
Revise campus processes related to accounting functions as necessary for implementation of ASP/PeopleSoft.
(Accounting)

Action Item
Participate in the design and implementation phases of the PeopleSoft Student Administration and Financial Systems.
(Accounting, Cashiering, Externally Sponsored Programs)

Action Item
Upgrade the Cashier’s Office security system with assistance from the University Police.
(Cashier Office)

Action Item
Conduct Customer Satisfaction Surveys for each section of the Accounting/Fiscal Services Department.
(Accounting, Cashier Office, Externally Sponsored Programs and Student Loan Collections.)

Action Item
Implement Cashier’s Office toll-free number to provide account information for students and parents.
(Cashier Office)

Action Item
Increase borrower participation in the electronic payment plan to reduce billing and bank costs for student loan collections.
(Student Loan Collections)
Action Item
Revise and update all student loan forms and brochures to accommodate changes that have occurred in student loan processing requirements.
(Student Loan Collections)

Action Item
Expand usage and participation in the use of the electronic journal entry web system by training additional campus personnel.
(Accounting)

Action Item
Review, revise, and update information available on the web for the Accounting/Fiscal Services Department. Expand the utility of the web data by adding new sections where appropriate and an index that assists users in finding the answers they need.
(Accounting, Cashier Office, Externally Sponsored Programs and Student Loan Collection)

Action Item
Implement transition of all departmental personal computers from Windows 95 to Windows NT.
(Accounting, Cashier Office, Externally Sponsored Programs, and Student Loan Collections)

Action Item
Implement computerized Miscellaneous Accounts Receivable System (MARS) to replace manual Excel spreadsheets process currently in place.
(Accounting)

Action Item
Implement a new version of the GrantMaster computer system for grants and contracts to update the existing system.
(Externally Sponsored Programs)

Action Item
Implement a new post-award system for grants and contracts, as is currently being utilized by the University of Missouri-Columbia campus. This will include a sub-contract payment module, post award tracking to assist in report preparation, desktop note capability and new reporting functionality.
(Externally Sponsored Programs)

Action Item
Develop a listserv process on Outlook to provide pertinent updates on Grants and Contracts activities for principal investigators and campus clerical support staff.
(Externally Sponsored Programs)

Action Item
Complete implementation of Maximo Software.
(Physical Facilities)
Action Item
Reduce campus maintenance costs by:
- Implementing Maximo for facilities inventory database and labs listing
- Creating preventative maintenance job plans
- Continuing employee specialized training
  (Physical Facilities)

Action Item
Reduce steam costs by:
- Improving efficiency by modernizing boiler controls
- Investigating the feasibility of boiler renovation
- Completing Phase II of the Energy Conservation Program
  (Physical Facilities)

Action Item
Reduce the cost of custodial services by:
- Improving staff training
- Investigating new products and procedures
- Investigating new procedures for best practical practices
- Implementing Maximo to track both the Customer Evaluation Program and the Self Evaluation Program.
  (Physical Facilities)

Action Item
Reduce grounds maintenance costs by:
- Improving staff training
- Seek new and better products and equipment
- Seek new and more efficient procedures
- Implementing Maximo to track costs for comparators to similar operations
- Completing data entry phase of the Tree Resource Improvement and Maintenance Program
- Implement Tree Resource Improvement and Maintenance Program
  (Physical Facilities)

Goal 41
Action Item
Identify the required competencies of all positions within Accounting/Fiscal Services department.
  (Accounting/Fiscal Services)

Action Item
Compare the required competencies with the existing competencies of the employees holding the positions and identify the training needs to eliminate the competency gaps.
  (Accounting/Fiscal Services)

Action Item
Work with all departments within the Administrative Services Division to develop a three-year plan to eliminate identified competency gaps.
  (Accounting/Fiscal Services)
UMR’s Division of Student Affairs has responsibilities for:
1. Assisting the campus in meeting the campus mission of “Educating leaders in engineering and science,”
2. Leading in creating an environment that is supportive and encouraging of students; and
3. Providing quality services for the campus and community.

For fiscal year 2000 Student Affairs will focus on the following areas:

**Student recruitment**, with a long-range goal of meeting campus enrollment goals.

**Student retention**, with a long-range goal of meeting campus retention rates.

**Improved services.** Student Affairs departments will identify needed improvements in student and campus services.

**Goal 1**
**Action Item**
Establish processes for international undergraduate student recruitment effort, for which International Affairs will have coordination responsibility as of summer semester 1999.
(International Affairs, Admissions)

**Goal 2**
**Action Item**
Restructure the student mentoring program for increased involvement of student and faculty mentors.
(Vice Chancellor for Student Affairs)

**Action Item**
Implement academic support effort called “Academic Excellence Program.”
(Multicultural Educational Support Program)

**Goal 9**
**Action Item**
Assess the level of satisfaction with co-curricular activities through the use of peer-led focus groups. Student Activities staff will train students from the UMR Student Council to conduct the focus groups.
(Student Activities/University Center)

**Action Item**
Completion of the NCAA Institutional Self-Study Guide to Enhance Intercollegiate Athletics.
(Intercollegiate and Intramural Athletics and Recreation)
Goal 19
Action Item
Make Proposal for NCAA Choices for alcohol education.
    (Intercollegiate and Intramural Athletics and Recreation)

Action Item
Implementation of the NCAA CHAMPS/Life Skills program.
    (Intercollegiate and Intramural Athletics and Recreation)

Action Item
Implement mandatory orientation program for UMR study abroad participants. Basic
program will be in place by August 15, 1999, and will be expanded throughout the year.
    (International Affairs)

Action Item
Establish a policy of hepatitis immunization and tuberculosis immunity/treatment in a
continuous effort to keep exposure to preventable diseases at low level to our student
population.
    (Student Health Service)

Action Item
Increase diversity in student TECHS staff by adding a position for under represented
groups.
    (Student Health Service and Multicultural Educational Support Program)

Goal 21
Action Item
Create a Leadership Development Office that incorporates Promise Professional Plan
and Mission Enhancement Program in coordination with other campus leadership
activities.
    (Center for Personal and Professional Development)

Action Item
Implement FY 2000 Mission Enhancement Student Leadership Development Program.
    (Center for Personal and Professional Development)

Action Item
Completion of FY 2001 Mission Enhancement Proposal for Student Leadership
Development.
    (Center for Personal and Professional Development)

Goal 38
Action Item
Assume administration and increase offerings of summer sports camps to increase
participation and revenue.
    (Intercollegiate and Intramural Athletics & Recreation)
Goal 40
Action Item
Implement a 10-person cooperative living environment in Farrar Hall.
   (Residential Life)

Action Item
Consolidate Academic Assessment survey results across time for recruiting and retention implications.
   (Academic Assessment and Student Research)

Action Item
Provide opportunities for employers via the Internet to access student resumes and interview schedules from the Career Opportunities Center database.
   (Career Opportunities Center)

Action Item
Restructure the work flow and office environment of the Career Opportunities Center to improve service to students and employers.
   (Career Opportunities Center)

Action Item
Develop and implement a proposal for communicating with new students at Preview and Orientation.
   (UMR Bookstore)

Action Item
Survey students, faculty, and staff on our customer service and the selection of non-text merchandise available in the store.
   (UMR Bookstore)

Action Item
Develop basic order forms for special ordering of supplies, trade books, and software on the Bookstore web site via the UMR server.
   (UMR Bookstore)

Action Item
Update current telephone system to enhance customer service response.
   (UMR Bookstore)

Action Item
Develop a food plan for proposed U.C. cafeteria.
   (UMR Food Service)
The 1999/00 fiscal year will be critical to the University Advancement division and the campus as the Board of Trustees has asked that our *Full Circle Campaign* be accelerated to end next year, a full year ahead of schedule. The $60 million dollar goal is nearly in hand, but much still needs to be accomplished in sub-areas of the campaign. Marketing is a second area of prime importance and concern, and efforts are underway to prioritize campus marketing efforts and develop annual plans that address the most important.

On the surface the most visible goal is the total dollar figure to be raised - $60 million. Given our current success rate, it is highly likely that this goal will be exceeded and quite possibly by as much as 10 percent. We anticipate that many, but not all, of the departmental sub-goals will be met through this full circle campaign effort. Certain program elements do not have the same sizzle as others and are, therefore, less appealing to some donors. In addition, some goals have minimum thresholds for investment that are beyond reasonable gifting levels for the prospects most likely to have an interest in the program.

The organizational plan for the campaign continues to work well. Tremendous strides have been made in the last five years with respect to building and nurturing relationships with key alumni and friends, and building interest on campus. Formal proposals have now been shared with nearly six hundred individuals and we anticipate adding an additional one hundred and fifty during the coming fiscal year. The gifts requested in these proposals are substantially larger than past giving histories might dictate, which leads to an extended period of deliberation by the alumni/friend as well as an extended commitment by campus personnel involved in the solicitation.

**Goal 1**

**Action Item**
Assist UMR's recruiting program by increasing carriage of We're Science to at least 200 stations nationwide.
(Manager of KUMR)

**Action Item**
Develop a campus-wide integrated marketing plan for review by the UMR Board of Trustees, the UMR Corporate Development Council, and other stakeholders during the Winter of 1999/2000.
(Director of Development)

**Action Item**
Work with the Office of Admission, the Video Communications Center and the Office of Publications to write, produce and develop new recruitment videos that integrate with the campus recruitment plan and identity.
(Manager of Public Relations)
Action Item
With the assistance of the Office of Admission, the Minority Engineering Program and the Continuing Education Program, conduct focus groups of prospective students over the summer of 1999 – and use that research to develop marketing pieces for prospective students. (Will conduct one focus group with the MITE program and one with the Intro to Engineering program.)
(Manager of Public Relations)

Action Item
Work with Computing and Information Services to implement the redesign of the UMR Gateway (Fall 1999).
(Manager of Public Relations)

Action Item
Work with the Office of Publications, MSM-UMR Alumni Association, and Office of Admission and Student Financial Assistance to prepare a “stretching your college dollar” piece for the *MSM-UMR Alumnus* magazine (Winter 1999). The piece would be reproduced and used for parents of prospective students.
(Manager of Public Relations)

Goal 8
Action Item
Consult with academic deans, vice chancellor for academic affairs to develop a marketing plan to enhance visibility for specific graduate programs.
(Manager of Public Relations)

Action Item
Consult with academic deans, vice chancellor for academic affairs to develop a marketing plan for mission enhancement programs.
(Manager of Public Relations)

Action Item
Implement promotional plan for statewide engineering management master’s degree program.
(Manager of Public Relations)

Goal 9
Action Item
Fund the Education Assurance Grant Program which provides up to $1,000 per semester in emergency aid to students whose mothers or fathers die while the students are enrolled.
(Director of Alumni)

Action Item
Award a plaque and recognize the UMR Parent of the Year at Parents Day in October 1999.
(Director of Alumni)
Goal 12
Action Item
Award a plaque and recognize the Outstanding UMR Graduate Teaching Assistant at Parents Day in October 1999.
(Director of Alumni)

Action Item
Award a certificate or pin and recognition to all freshman advisors at Parents Day in October 1999.
(Director of Alumni)

Goal 19
Action Item
Fitting in with the UMR goals of broadening the students' experiences, KUMR will bring as many multi-cultural programs as possible to campus over its airwaves.
(General Manager of KUMR)

Goal 21
Action Item
Work with Division of Student Affairs to develop marketing plan for professional development.
(Manager of Public Relations)

Goal 23
Action Item
Work in cooperation with other campus entities to provide an outside track for recreational needs of the students.
(Director of Alumni and Director of Development)

Goal 26
Action Item
Develop and implement promotional plan that concentrates on promoting research in the five primary focus efforts (environmental; geotechnical; infrastructure; manufacturing; materials).
(Manager of Public Relations)

Action Item
Develop and implement communications plan to target influential stakeholders – Board of Trustees, CDC members, legislative leaders – with news and information about UMR research activities.
(Manager of Public Relations)

Goal 31
Action Item
Work with Continuing Education to aggressively promote Aerospace Camp program and other outreach programs that can benefit recruitment and visibility.
(Manager of Public Relations)
Goal 33
Action Item
Helping UMR meet its own technology initiatives, KUMR has offered to provide good clear audio for departmental websites to aid in recruitment and accessibility.
(General Manager of KUMR)

Action Item
Explore the expansion of KUMR's website to become a Gateway to the Heartland, with on-demand programming, links to communities and businesses, connecting the KUMR region with the world.
(General Manager of KUMR)

Goal 34
Action Item
Raise $9 million in cash, gift-in-kind, and pledges.
(Director of Development)

Action Item
Complete 150 appropriate gift solicitations.
(Director of Development)

Action Item
Re-approach 150 past proposal recipients who have not yet pledged to the campaign to seek commitment.
(Director of Development)

Action Item
Complete in-depth research and analysis on an additional 120 major gift prospects and prospects targeted for proposals. Uncover and assign high potential prospects found through electronic and internal screenings, with emphasis on those with a potential of $1 million or more.
(Director of Development)

Action Item
Continue to participate actively in the Capital Campaign, completing 90% of the association's goal by June 30, 2000.
(Director of Alumni)

Action Item
Continue to emphasize endowment funds through the association and increase restricted endowment to $4,500,000 by June 30, 2000. Increase unrestricted endowment to $800,000 by June 30, 2000.
(Director of Alumni)

Action Item
Continue the Parents Association phonathon program in the fall, 1999 with a goal of raising and collecting $20,000 by June 30, 2000.
(Director of Alumni)
Action Item
Finalize plans and monetary goals for major solicitation campaign to support the university center renovations.
   (Director of Alumni)

Action Item
Implement a third Corporate Employee UMR Giving campaign similar to the efforts underway at Ford Motor Company and Boeing-St. Louis.
   (Director of Development)

Action Item
Develop corporate endowment giving: Full Circle Partnerships.
   (General Manager of KUMR)

Action Item
Continue work on implementing an electronic logs/invoicing system developed by UMR computer-science student.
   (General Manager of KUMR)

Action Item
Work out subcarrier leasing with Harris Electronics for use on I-44 corridor by trucking industry.
   (General Manager of KUMR)

Action Item
Monitor the broadcast industry for the latest requirements to position public radio KUMR for conversion to digital broadcasting.
   (General Manager of KUMR)

Action Item
Build relationships with Vice President for Radio at Corporation for Public Broadcasting to ensure that small-market stations continue to receive appropriate funding.
   (General Manager of KUMR)

Action Item
Assist with articles for, and the design and production of the Shillelagh newsletter, the Honor Roll of Donors publication, and other pieces.
   (Manager of Public Relations and Manager of Publications)

Action Item
Promote recognition of major donors ($100,000 or more) through media releases, articles in the *MSM-UMR Alumnus* and the *Shillelagh*, and through other media and, continue to write and edit for the “Campaign Update” section of the *MSM-UMR Alumnus* magazine.
   (Manager of Public Relations)

Goal 35
Action Item
Develop idea of statewide funding for an Outreach/Special Projects Director at KUMR.
   (General Manager of KUMR)
Goal 36

Action Item
Continue to update existing draft department/program business plans, with input from department/program leadership and faculty, to encourage commentary and investment by alumni and friends.
(Director of Development)

Action Item
Publicize campaign progress and recent major gifts through the MSM-UMR Alumnus, the Shillelagh magazine, department newsletters, and the Honor Roll of Donors. Design and distribute three issues of the Shillelagh newsletter to the 600+ members of the Order of the Golden Shillelagh - with one of these issues to be distributed with the MSM-UMR Alumnus to all alumni - to encourage increased commitment by the audience.
(Director of Development)

Action Item
Provide verbal presentations on campaign goals and progress to the Board of Trustees, Alumni Association Board, Corporate Development Council, the Board of Visitors for the College of Arts & Sciences, the Engineering Dean's Advisory Board, the five active academic academies, and the numerous department/program advisory boards upon request.
(Director of Development)

Action Item
Design and execute two planned giving direct mailings to 4,000 targeted prospects and facilitate one estate planning seminar.
(Director of Development)

Action Item
Execute one planned giving seminar for faculty and staff.
(Director of Development)

Action Item
Involve the Corporate Development Council's Team Image in the campus-wide marketing initiative.
(Director of Development)

Action Item
Plan a second self-supporting donor cultivation event for the summer of 2000 (similar to the OGS cruise in January 1997) for OGS members.
(Director of Development)

Action Item
Enhance Harris Online Community for MSM-UMR Alumni Association.
(Director of Alumni)

Action Item
Implement new programs of recognition for volunteer achievement and service.
(Director of Alumni)

Action Item
Build class reunion programs to bring greater recognition to 25-year reunions.
(Director of Alumni)
Action Item
   Chancellor section visits - six sections this year.
       (Director of Alumni)

Action Item
   Other campus visits to section - twenty sections each year.
       (Director of Alumni)

Action Item
   Work toward publishing a complete Homecoming event schedule in the MSM-UMR Alumnus.
       (Director of Alumni)

Goal 37
Action Item
   Cultivate and steward a minimum of 30 community prospects attending campus events and provide recommendations and procedures to departments and programs who wish to host additional events.
       (Director of Development)

Action Item
   Promote recognition of major donors ($100,000 or more) through media releases.
       (Director of Development)

Action Item
   Expand the KUMR for KIDS program from 6 school districts to 8. Work with the Heuer Foundation in Springfield for expanding the program in Lebanon to include field trips to actual orchestra concerts.
       (General Manager of KUMR)

Action Item
   Develop Missouri Biography show to include work with schools.
       (General Manager of KUMR)

Action Item
   Run Major Miners show featuring UMR stories.
       (General Manager of KUMR)

Action Item
   Use expertise on campus where possible in preparing of shows.
       (General Manager of KUMR)

Action Item
   Produce the $W^3$ once a month with the assistance of the Office of Public Relations.
       (Manager of Publications)

Action Item
   Continue to assist KUMR with the INTRO, marketing literature for We're Science and Missouri Impact and additional marketing items as needed (T-shirts, mugs, magnets...)
       (Manager of Publications)
Action Item
  Update the online experts list (October 1999).
  (Manager of Public Relations)

Action Item
  Develop a speakers bureau for the campus and promote select UMR speakers to
  organizations within a 30-mile radius of campus (October 1999).
  (Manager of Public Relations)

Action Item
  Continue to look into the feasibility of hiring nationally-known photographer Jason Jones
  for a campus-wide photo shoot.
  (Manager of Public Relations)

Action Item
  Work on coordinating all publications to strengthen UMR's identity.
  (Manager of Public Relations)

Action Item
  Develop a plan to actively promote UMR in the St. Louis region (August 1999).
  (Manager of Public Relations)

Action Item
  Develop a communications plan for keeping key stakeholders informed of UMR research
  and educational activities (July 1999).
  (Manager of Public Relations)

Action Item
  Develop a thorough analysis of UMR's standings in the U.S. News rankings (July 1999).
  (Manager of Public Relations)

Action Item
  Develop a plan to improve UMR's standings in the national rankings, with a goal of
  (Manager of Public Relations)
Strategic Theme: Enhance Academic Excellence

Objective A: Student Success: To develop educational and student services programs which prepare UMR’s graduates for a leadership role in engineering and science.

GOAL 1:
By FY2004, UMR will meet a target on-campus enrollment of 4500 undergraduate students and 1000 graduate students, and 500 FTE off-campus student enrollment.

• Recruit students from diverse backgrounds who have a high probability for success at UMR.

MEASUREMENT: Enrollment numbers by department (SIS - Institutional Research)

Action Item A
Increase enrollment in the School of Engineering to meet a target on-campus enrollment of 2650 undergraduate students and 409 graduate students and an enrollment of 259 FTE off-campus students for Fall 2000.
(Dean of Engineering)

Action Item B
Utilize members of the EE Academy in conjunction with EE faculty to recruit students at public occasions and receptions for prospective students.
(Chair of ECE)

Action Item C
Develop a first-class undergraduate brochure for Computer Engineering.
(Chair of ECE)

Action Item D
Develop a CD-ROM to be sent to all Missouri high schools defining what Electrical Engineering and Computer Engineering are, and showcase facilities, faculty and strengths of the department.
(Chair of ECE)

Action Item E
Develop a program of outreach to statewide elementary and secondary science teachers in order to promote technological literacy and an awareness of engineering career opportunities in K-12 students.
(Chair of ECE)

Action Item F
Develop 50 new relationships with high school science and math teachers who understand and appreciate engineering education and the engineering profession.
(Chair of ECE)

Action Item G
Develop new undergraduate and graduate brochures for the programs in the MAEEM department.
(Chair of MAEEM)
Action Item H
Increase student involvement in activities important to the success of the department, e.g. new student recruiting, open-house tours and demonstrations, department newsletter publication, curriculum assessment, etc.
(Chair of MAEEM)

Action Item I
Increase enrollment in the School of Mines and Metallurgy to 870 in Fall 2000.
(Dean of Mines and Metallurgy)

Action Item J
Implement steps recommended by an ad hoc committee in the College to promote the status and visibility of the humanities and social sciences.
(Dean of Arts and Sciences)

Action Item K
Chemistry will work more aggressively to recruit undergraduate majors. This will entail closer coordination of effort with the admissions office and other departments on campus.
(Dean of Arts and Sciences and Chair of Chemistry)

Action Item L
To aid in recruiting, the department chair of Computer Science and selected faculty will attend high school recruiting meetings in St. Louis, Kansas City, Springfield and other Missouri cities.
(Dean of Arts and Sciences and Chair of Computer Science)

Action Item M
History and Political Science will recruit students for its cooperative M.A. Program with UMSL.
(Dean of Arts and Sciences and Chair of History and Political Science)

Action Item N
Philosophy & Liberal Arts will increase the number of undergraduate majors in Philosophy to ten.
(Dean of Arts and Sciences and Chair of Philosophy and Liberal Arts)

Action Item O
Physics will increase the number of undergraduate Physics majors.
(Dean of Arts and Sciences and Chair of Physics)

Action Item P
Physics will enroll greater numbers of five-year master fellowship students.
(Dean of Arts and Sciences and Chair of Physics)

Action Item Q
Develop and produce two videos to support campus efforts in recruiting new students.
(Director of Admission and Director of the Video Communication Center)
Action Item R
Work with the Alumni Office to improve recruiting events.
(Director of Admission)

Action Item S
Move additional scholarship funds to students in the 27-29 ACT range (with appropriate other credentials) to increase numbers of freshmen and meet net revenue target.
(Director of Admission)

Action Item T
Work with appropriate constituencies to improve campus recruiting events.
(Director of Admission)

Action Item U
Develop two new summer programs for elementary and/or high school students to aid campus recruiting efforts.
(Manager of Continuing Education)

Action Item V
Establish processes for international undergraduate student recruitment effort, for which International Affairs will have coordination responsibility as of summer semester 1999.
(International Affairs, Admissions)

Action Item W
Assist UMR’s recruiting program by increasing carriage of We’re Science to at least 200 stations nationwide.
(Manage of KUMR)

Action Item X
Develop a campus-wide integrated marketing plan for review by the UMR Board of Trustees, the UMR Corporate Development Council, and other stakeholders during the Winter of 1999/2000.
(Director of Development)

Action Item Y
Work with the Office of Admission, the Video Communications Center and the Office of Publications to write, produce and develop new recruitment videos that integrate with the campus recruitment plan and identity.
(Manager of Public Relations)

Action Item Z
With the assistance of the Office of Admission, the Minority Engineering Program and the Continuing Education Program, conduct focus groups of prospective students over the summer of 1999 – and use that research to develop marketing pieces for prospective students. (Will conduct one focus group with the MITE program and one with the Intro to Engineering program.)
(Manager of Public Relations)

Action Item AA
Work with Computing and Information Services to implement the redesign of the UMR Gateway (Fall 1999).
(Manager of Public Relations)
Action Item BB
Work with the Office of Publications, MSM-UMR Alumni Association, and Office of Admission and Student Financial Assistance to prepare a “stretching your college dollar” piece for the *MSM-UMR Alumnus* magazine (Winter 1999). The piece would be reproduced and used for parents of prospective students.
(Manager of Public Relations)

GOAL 2:
UMR will annually increase its year-to-year student return rate until UMR’s 6-year graduation rate equals or exceeds 75%. For first-time undergraduates, UMR shall strive for the following return and graduate rates: 90% return after 1 year; sophomore to graduate rate of 85% within 5 years.

**MEASUREMENT:**
- Retention rates and graduate rates by department (SIS - Institutional Research)
- Progression rate by department (SIS - Institutional Research)
- Student GPA improvement (Academic Assessment and Student Research, Center for Personal and Professional Development, Academic Enhancement Center)

Action Item A
Increase the fraction of students performing satisfactorily in Basic Engineering classes by modifying the time allocated to various topics, the teaching methods used, and the format of the courses.
(Chair of Basic Engineering)

Action Item B
Develop methods of obtaining more frequent student feedback relative to teaching effectiveness in the Basic Engineering department.
(Chair of Basic Engineering)

Action Item C
Develop points of difficulty associated with student retention in the Civil Engineering program and work to eliminate these difficulties.
(Chair of CE)

Action Item D
Restructure the student mentoring program for increased involvement of student and faculty mentors.
(Vice Chancellor for Student Affairs)

Action Item E
Implement academic support effort called “Academic Excellence Program.”
(Multicultural Educational Support Program)
GOAL 3:
Each program will define the educational objectives of the program and will conduct a multi-dimensional assessment of the success of all students in reaching those objectives.

- Conduct a multidimensional evaluation of student performance which verifies the ability of the student to perform as a professional in their discipline and which contains elements that can be referred to national standards.

MEASUREMENT: Number of students who satisfactorily complete a capstone course. (SIS - Institutional Research)

MEASUREMENT: Percent of students passing a nationally normed senior departmental undergraduate comprehensive exam. (Academic Assessment)

MEASUREMENT: Percent of students who pass the general education assessment. (General Education Assessment - Student Affairs)

Action Item A
Implement student learning goals and assessment plans consistent with ABET 2000 criteria.
(Dean of Engineering)

Action Item B
Develop alternate measures of outcome performance in the Civil Engineering department and implement a plan to enhance the current program.
(Chair of CE)

Action Item C
Publish course objectives and expectations and program objectives in the Civil Engineering department and make these available to all students involved.
(Chair of CE)

Action Item D
Apply for ABET accreditation for the BS in Computer Engineering.
(Chair of ECE)

GOAL 4:
UMR graduates will be well prepared.

MEASUREMENT: Percent of students in a pre-planned next career stage within 6 months after graduation. (One-Year Alumni Satisfaction Survey - Student Affairs)

MEASUREMENT: Satisfaction survey of employers. (Employer Satisfaction Survey - Student Affairs)

MEASUREMENT: Number of companies that list UMR as a key school. (Employer Satisfaction Survey - Student Affairs)

Action Item A
Establish a half-time Lectureship position in the MAEEM department for doctoral candidates interested in pursuing academic careers, with the purpose of providing an avenue for gaining experience in classroom instruction.
(Chair of MAEEM)
GOAL 5:
Ensure continual review of the curriculum of each department with special attention to:
   a. meeting the needs of the students;
   b. meeting the needs of the profession, industry, and society;
   c. meeting the general education requirements including the capstone, writing/speaking intensive, and multi-cultural elements;
   d. meeting the changing requirements of accreditation agencies.
   e. the growth in intellectual accomplishments through curriculum development and innovation.

MEASUREMENT: Percent of students passing Fundamentals of Engineering or other senior assessment exam. (General Education Assessment - Student Affairs)

MEASUREMENT: Number of papers written by or invited talks given by faculty on curriculum development. (Faculty Activity Survey - Academic Affairs)

Action Item A
   Develop a web-based course in the MAEEM Department.
   (Chair of MAEEM)

Action Item B
   Restructure ME161 (Introduction to Engineering Design) to emphasize design methodology, design conceptualization, graphic communication, concurrent engineering and hands-on activity.
   (Chair of MAEEM)

Action Item C
   Establish a research and teaching project in enabling technologies for a smart aircraft. (MEMS, composite materials, artificial neural networks, and active flow control).
   (Chair of MAEEM)

Action Item D
   Re-look at undergraduate curriculum school-wide in light of ABET requirements, industry needs and retention goals.
   (Associate Dean of Engineering for Undergraduate Affairs)

Action Item E
   Provide options for the Civil Engineering undergraduate, while considering the reduction of course hours required for graduation and providing for an emphasis study area.
   (Chair of CE)

Action Item F
   Complete the implementation of the Envirochemical Emphasis program in Chemical Engineering.
   (Chair of ChE)

Action Item G
   Expand manufacturing and materials efforts within the department of Mechanical and Aerospace Engineering and Engineering Mechanics.
   (Chair of MAEEM)
Action Item H
   Develop a computer graphics lab to support the restructured ME 161 (Introduction to
   Engineering Design).
   (Chair of MAEEM)

Action Item I
   Strengthen the electro-mechanical component in the MAEEM curriculum.
   (Chair of MAEEM)

Action Item J
   Develop a “just-in-time” strategy for lab experiments and demonstrations associated
directly with material presented in the undergraduate courses in the MAEEM
department.
   (Chair of MAEEM)

Action Item K
   Firm up a budget, establish permanent space and put the education certification
program on a sound footing.
   (Dean of Arts and Sciences)

Action Item L
   Assist in the establishing of an interdisciplinary business program.
   (Dean of Arts and Sciences)

Action Item M
   In 1999-2000 Biological Sciences will initiate a formal proposal to begin a graduate
program.
   (Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item N
   Biological Sciences will submit a proposal to the Board of Curators and the CBHE to
begin a B.A. Degree. (This proposal has been approved by the Curriculum Committee
and the Academic Council.)
   (Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item O
   Economics will finalize a cooperative B.S. in Business Administration with UMC and to
finalize the cooperative MA in Economics with the University of Missouri-St. Louis.
   (Dean of Arts and Sciences and Chair of Economics)

Action Item P
   Economics will assist in bringing the interdisciplinary UMR business degree to fruition.
   (Dean of Arts and Sciences and Chair of Economics)

Action Item Q
   Mathematics & Statistics will propose the establishment of a master’s degree in applied
statistics with special emphasis on training statisticians to work in an industrial setting.
This will assist in recruiting traditional but especially non-traditional students.
   (Dean of Arts and Sciences and Chair of Mathematics and Statistics)
Action Item R
P.E. proposes to complete a study on the feasibility of adding Physical Education as part of the university’s education certification.
(Dean of Arts and Sciences and Chair of Physical Education & Recreation)

Action Item S
Management Systems will explore accreditation of its program.
(Dean of Arts and Sciences and Director of Management Systems)

Action Item T
Management Systems will implement a new curriculum as approved by the Management Systems Committee, and will aggressively recruit both first time freshmen and transfer students.
(Director of Management Systems)

GOAL 6:
Increase student involvement in undergraduate research.

MEASUREMENT: Number of 390 credit hours. (SIS – Institutional Research)

Action Item A
Increase the number of undergraduate students participating in faculty supervised research in the School of Engineering from 230 to 250.
(Dean of Engineering)

GOAL 7:
Develop options for graduate programs that incorporate multi-disciplinary studies and opportunities for professional practice.

MEASUREMENT: Percent of outside department courses. (Institutional Research)
MEASUREMENT: Number of graduates with multi-disciplinary degrees. (SIS – Institutional Research)
MEASUREMENT: Reports in the ASEE on number of students. (Dean of Engineering)

Action Item A
Market and implement an interdisciplinary MS in Manufacturing Engineering and a Master of Engineering in Manufacturing Engineering.
(Dean of Engineering)

Action Item B
Publicize the BS degree option in Manufacturing Engineering in the Engineering Management Department.
(Dean of Engineering)

Action Item C
Implement and publicize the BS degree option in Manufacturing Engineering in the MAEEM department.
(Dean of Engineering)
Action Item D
Implement an interdisciplinary Master of Engineering in Systems Engineering which will be available via distance education.
(Dean of Engineering)

Action Item E
Develop and propose a plan for a masters degree in Management of Technology.
(Chair of Engineering Management)

Action Item F
Develop and propose a plan for a Master of Engineering in Infrastructure Engineering.
(Chair of Civil Engineering Department)

GOAL 8:
Direct resources for the improvement of the national reputation of selected graduate programs.

MEASUREMENT: Rankings (Gourman / NRC/US News and World Report and Money Magazine – Institutional Research)

Action Item A
Consult with academic deans, vice chancellor for academic affairs to develop a marketing plan to enhance visibility for specific graduate programs.
(Manager of Public Relations)

Action Item B
Consult with academic deans, vice chancellor for academic affairs to develop a marketing plan for mission enhancement programs.
(Manager of Public Relations)

Action Item C
Implement promotional plan for statewide engineering management master’s degree program.
(Manager of Public Relations)

GOAL 9:
Achieve high levels of student satisfaction with all aspects of their experiences at UMR.

a. Utilize data obtained from assessment programs to improve student satisfaction and retention.
b. Provide superior academic advising, including professional and academic guidance to students.

MEASUREMENT: The level of satisfaction of all UMR graduates with their college experience. (Undergraduate and Graduate Satisfaction Survey - Student Affairs)

MEASUREMENT: Alumni satisfaction one year after graduation. (Alumni Survey - Student Affairs)

MEASUREMENT: Retention statistics (SIS - Institutional Research)

MEASUREMENT: Faculty attendance and faculty ratings of the advising training sessions (Academic Assessment and Student Research and Center for Personal & Professional Development)
Action Item A
History and Political Science will designate a faculty member who will devote a significant portion of his/her time to the advising and retention of students.
(Chair of History and Political Science)

Action Item B
Assess the level of satisfaction with co-curricular activities through the use of peer-led focus groups. Student Activities staff will train students from the UMR Student Council to conduct the focus groups.
(Student Activities/University Center)

Action Item C
Completion of the NCAA Institutional Self-Study Guide to Enhance Intercollegiate Athletics.
(Intercollegiate and Intramural Athletics and Recreation)

Action Item D
Fund the Education Assurance Grant Program which provides up to $1,000 per semester in emergency aid to students whose mothers or fathers die while the students are enrolled.
(Director of Alumni)

Action Item E
Award a plaque and recognize the UMR Parent of the Year at Parents Day in October 1999.
(Director of Alumni)

GOAL 10:
Increase significantly student involvement in practice-oriented work-study programs.

MEASUREMENT: Number of students in practice-oriented work-study and co-op.
(Student Affairs)

Objective B: Achieve Superior Teaching: To demonstrate a curricular and personal commitment to excellence in teaching and learning and to the success of students.

GOAL 11:
The average faculty teaching assignment should equal or exceed 9 credit hours per semester (including graduate and undergraduate research supervision). (Scholarly activities and service are in addition to teaching.)

MEASUREMENT: Teaching load statistics. (SIS - Institutional Research)
GOAL 12:
All faculty will maintain satisfactory or better ratings in teaching performance based on separate evaluations by students, their peers, and their department chair.

MEASUREMENT: Teaching performance ratings (Teaching Evaluation Survey - Academic Affairs)
MEASUREMENT: Fraction of faculty with satisfactory student teaching evaluations. (Teaching Evaluation Survey - Academic Affairs)
MEASUREMENT: Fraction of faculty with satisfactory peer teaching evaluations. (Academic Affairs)
MEASUREMENT: Fraction of faculty with satisfactory annual formal teaching evaluations/conferences with department chairs. (Academic Affairs)

Action Item A
Improve the quality of undergraduate instruction and the teaching effectiveness of the faculty in the Civil Engineering department.
(Chair of CE)

Action Item B
Improve the quality of instruction and teaching effectiveness of the faculty in the MAEEM department.
(Chair of MAEEM)

Action Item C
Award a plaque and recognize the Outstanding UMR Graduate Teaching Assistant at Parents Day in October 1999.
(Director of Alumni)

Action Item D
Award a certificate or pin and recognition to all freshman advisors at Parents Day in October 1999.
(Director of Alumni)

GOAL 13:
Faculty will establish well-defined expectations for student/faculty performance in all courses.

MEASUREMENT: Fraction of courses that have syllabus with well defined expectations. (Student Satisfaction Survey - Student Affairs)

GOAL 14:
Assure continuing faculty development in teaching.

MEASUREMENT: Percentage of faculty who attend a formal program on teaching improvements. (Faculty Activities Report - Academic Affairs)
MEASUREMENT: Number of papers and presentations generated by UMR faculty on teaching innovations. (Faculty Activities Report - Academic Affairs)
Action Item A
  To improve teaching, each faculty member in Computer Science will attend an internal workshop on teaching effectiveness.
  (Dean of Arts and Sciences and Chair of Computer Science)

GOAL 15:
Provide appropriate classrooms and teaching support services, including instructional technology.

  MEASUREMENT: Faculty satisfaction for technical support for instruction. (Faculty Satisfaction Survey - Academic Affairs)
  MEASUREMENT: Student satisfaction with learning environment. (Student Satisfaction Survey - Student Affairs)

Action Item A
Chemistry will update laboratories and equipment for better course delivery and safety.
  (Dean of Arts and Sciences and Chair of Chemistry)

Action Item B
Writing Across the Curriculum will improve the services of the Center for Writing Technologies.
  (Dean of Arts and Sciences and Director of the Writing Center)

GOAL 16:
Provide collaborative learning group support in high-risk courses.

  MEASUREMENT: Percent of high-risk courses providing outside group support. (SIS - Academic Affairs)

GOAL 17:
Plan the systematic collection of evaluating information on UMR's graduates from appropriate graduate schools and industry.

  MEASUREMENT: Employer survey (Employer Satisfaction Survey - Student Affairs)
Objective C: Improve Learning Environment: To provide a learning environment which fosters the development of all members of the University community to their full potential.

GOAL 18:
Assure computing and information access and proficiency of all students.

a. Enhance electronic access to library information.
b. Provide appropriately distributed networked computing facilities for all students.

MEASUREMENT: Survey of alumni (Alumni Satisfaction Survey - Student Affairs)
MEASUREMENT: Number of publications with full text accessible electronically.
               (Library - Academic Affairs)
MEASUREMENT: Fraction of students using network (Computer Center - Academic Affairs)
MEASUREMENT: Survey of students (Student Satisfaction Survey - Student Affairs)

Action Item A
Provide for more integration of computers into design and manufacturing.
(Chair of MAEEM)

Action Item B
Incorporate new learning technologies into the learning process.
(Chair of MAEEM)

Action Item C
Improve the student/faculty interaction outside the classroom.
(Chair of MAEEM)

Action Item D
Make printed materials more accessible to the visually impaired via special reading equipment, documentation and training.
(Director of Library and Learning Resources)

GOAL 19:
Develop campus programs that promote student awareness, tolerance, success, and responsibility, and encourage students to actively participate in developing a thoughtful, cooperative community of scholars.

MEASUREMENT: Surveys of student tolerance (Student Satisfaction Survey - Student Affairs)
MEASUREMENT: Surveys of student knowledge of campus expectations (Student Satisfaction Survey - Student Affairs)
MEASUREMENT: Surveys of student opinions of campus support (Student Satisfaction Survey - Student Affairs)

Action Item A
Formalize and advertise the Distinguished Student Awards for graduating seniors who have achieved faculty recognition for their academic, service and leadership contributions to the MAEEM department.
(Chair of MAEEM)
Action Item B
Achieve 95% compliance of campus supervisors with understanding sexual harassment laws through certification that they successfully completed interactive computer program test on preventing sexual harassment.
(Affirmative Action Officer)

Action Item C
Ensure that 100% of all new supervisors (faculty and staff) successfully pass the preventing sexual harassment interactive computer program test.
(Affirmative Action Officer)

Action Item D
Assist in achieving 100% compliance of graduate teaching assistants with understanding the laws on preventing sexual harassment through the successful completion of the interactive program test on preventing sexual harassment.
(Affirmative Action Officer)

Action Item E
Make Proposal for NCAA Choices for alcohol education.
(Intercollegiate and Intramural Athletics and Recreation)

Action Item F
Implementation of the NCAA CHAMPS/Life Skills program.
(Intercollegiate and Intramural Athletics and Recreation)

Action Item G
Implement mandatory orientation program for UMR study abroad participants. Basic program will be in place by August 15, 1999, and will be expanded throughout the year.
(International Affairs)

Action Item H
Establish a policy of hepatitis immunization and tuberculosis immunity/treatment in a continuous effort to keep exposure to preventable diseases at low level to our student population.
(Student Health Service)

Action Item I
Increase diversity in student TECHS staff by adding a position for under represented groups.
(Student Health Service and Multicultural Educational Support Program)

Action Item J
Fitting in with the UMR goals of broadening the students' experiences, KUMR will bring as many multi-cultural programs as possible to campus over its airwaves.
(General Manager of KUMR)
GOAL 20:
Enhance students' written and oral communication abilities.

MEASUREMENT: Survey of employers. (Employer Satisfaction Survey - Student Affairs)
MEASUREMENT: Number of certified communication emphasized and intensive courses (SIS - Academic Affairs)
MEASUREMENT: Number of student credit hours in these courses (SIS - Academic Affairs)

Action Item A
Increase publication of the student-developed MAEEM newsletter to two per year, for greater communication among the alumni, students, faculty and staff, and to provide a forum for students to exercise creativity and develop writing ability.
(Chair of MAEEM)

Action Item B
Writing Across the Curriculum will complete catalog identification of certified communication emphasized and intensive courses.
(Dean of Arts and Sciences and Director of the Writing Center)

GOAL 21:
Promote and broaden the professional development opportunities for students.

MEASUREMENT: Promise program statistics and co-curricular transcripts usage (Center for Personal and Professional Development - Student Affairs)

Action Item A
Create a Leadership Development Office that incorporates Promise Professional Plan and Mission Enhancement Program in coordination with other campus leadership activities.
(Center for Personal and Professional Development)

Action Item B
Implement FY 2000 Mission Enhancement Student Leadership Development Program.
(Center for Personal and Professional Development)

Action Item C
Completion of FY 2001 Mission Enhancement Proposal for Student Leadership Development.
(Center for Personal and Professional Development)

Action Item D
Work with Division of Student Affairs to develop marketing plan for professional development.
(Manager of Public Relations)
GOAL 22:
Design and develop research and instructional laboratories that are consistent with active research programs and current curricula.

MEASUREMENT: External funds received for research and instructional laboratories. (GRS - Institutional Research)

Action Item A
Equip the Power Electronics Laboratory in ECE. (Chair of ECE)

Action Item B
Equip the Graduate Projects Laboratory in ECE. (Chair of ECE)

Action Item C
 Equip the Lecture Hall in ECE with state-of-the-art audio/video equipment. (Chair of ECE)

Action Item D
Increase the number of industrially sponsored senior capstone design projects. (Chair of MAEEM)

Action Item E
Develop a computer-aided design studio in the MAEEM department. (Chair of MAEEM)

Action Item F
Develop a product innovation and creativity center in the MAEEM department. (Chair of MAEEM)

GOAL 23:
Provide recreational intramural and athletic facilities which meet the needs of the university community.

MEASUREMENT: Number of participants using the recreational center (Student Affairs)
MEASUREMENT: Number of participants in intramurals (Student Affairs)

Action Item A
Develop a mechatronics laboratory in the MAEEM department. (Chair of MAEEM)

Action Item B
Work in cooperation with other campus entities to provide an outside track for recreational needs of the students. (Director of Alumni and Director of Development)
GOAL 24:
Develop a laboratory modernization program, including procurement of state-of-the-art equipment.

MEASUREMENT: Expenditure for equipment as a percent of equipment inventory value (Institutional Research)

Objective D: Enhance Research: To conduct nationally competitive research to meet societal needs.

GOAL 25:
The total of external grants and contracts should increase to $25 million by FY2004, out of which $15 million would come from federal grants and contracts.

a. To become a Carnegie Research II institution.
b. Promote increased interdisciplinary and collaborative research and focused on the needs of the state and nation.

MEASUREMENT: Average yearly external research expenditure per faculty member. (FRS - Institutional Research)
MEASUREMENT: Number of faculty with over $30,000 in external support. (GIS / FRS - Institutional Research)
MEASUREMENT: Total federal fund expenditures as reported by NSF (GRS - Institutional Research)
MEASUREMENT: Archived publications per faculty member. (Faculty Activities Report - Institutional Research)
MEASUREMENT: Grant and Contract Expenditures by Revenue Source and Investigator Home Department (FRS - Institutional Research)
MEASUREMENT: Amount of indirect dollars generated. (FRS - Institutional Research)
MEASUREMENT: Amount of federal, state, industrial and foundation funding for interdisciplinary and collaborative research. (FRS - Institutional Research)

Action Item A
Establish a National Science Foundation Industry/University Cross-Disciplinary Research Center in Infrastructure Engineering.
   (Director of Center for Infrastructure Engineering and Systems)

Action Item B
Increase grant and contract research expenditures in the School of Engineering to $7.7M, excluding extension contracts: $4.0M federal and $3.7M state and other.
   (Dean of Engineering)

Action Item C
Increase external grant support in the School of Mines and Metallurgy to an average of $110,000 per year per faculty member, which is approximately $5.7 million per year.
   (Dean of Mines and Metallurgy)

Action Item D
Psychology will attempt to secure a research funding increase by insisting faculty members all submit at least one proposal per year.
   (Dean of Arts and Sciences and Chair of Psychology)
Action Item E
Complete recommendations for a system wide intellectual property policy and implement the policy on the UMR campus.
(Vice Chancellor for Academic Affairs)

GOAL 26:
Increase communications concerning research on campus.

MEASUREMENT: Faculty Satisfaction Survey (Vice Chancellor for Academic Affairs)
MEASUREMENT: Staff Satisfaction Survey (Vice Chancellor for Administrative Services)
MEASUREMENT: Student Satisfaction Survey (Vice Chancellor for Student Affairs)

Action Item A
Develop and implement promotional plan that concentrates on promoting research in the five primary focus efforts (environmental; geotechnical; infrastructure; manufacturing; materials).
(Manager of Public Relations)

Action Item B
Develop and implement communications plan to target influential stakeholders – Board of Trustees, CDC members, legislative leaders – with news and information about UMR research activities.
(Manager of Public Relations)

GOAL 27:
Establish a structure to facilitate the faculty's achievement of nationally recognized levels of excellence in research and scholarly productivity.

- The average publication rates per faculty member should increase at a rate of 5% per year.

MEASUREMENT: Publication rates per faculty (Faculty Activities Report – institutional Research)

Action Item A
Provide for flexible and interdisciplinary research areas in the MAEEM department.
(Chair of MAEEM)

Action Item B
Develop a manufacturing facility in the MAEEM department that emulates the product development process.
(Chair of MAEEM)

Action Item C
Establish a center for advanced machining.
(Chair of MAEEM)

Action Item D
Expand the capabilities of the composite laboratories.
(Chair of MAEEM)
Action Item E
Develop a rapid prototyping laboratory.
(Chair of MAEEM)

GOAL 28:
To work with industry to invent and develop through research the technologies which industry needs.

MEASUREMENT: The volume of research grants and contracts from the private sector. (GRS - Institutional Research)

Action Item A
Participate in development of the Ft. Leonard Wood Research Park
(Dean of Engineering)

Action Item B
Build and further develop cooperative efforts with the Missouri Department of Transportation in addressing research interests vital to the transportation industry in Missouri.
(Chair of CE)

GOAL 29:
Secure and maintain the levels of compensation and benefits to assure UMR’s ability to attract and retain truly outstanding faculty.

- Develop sufficient budgets and endowments to support an appropriate number of the faculty as Named Professors, Curators' Professors, Distinguished Teaching Professors, and Chaired Professors.

MEASUREMENT: Number of named professorships (Institutional Research)
MEASUREMENT: Assistant Professor, associate and full professors salaries compared to AAU publics and/or peer institutions. (HRS/AAUDE - Institutional Research)
MEASUREMENT: Salary level of offers to new faculty compared to AAU public institutions (Academic Affairs)

Action Item A
Hire the Schlumberger Professor of Electrical Engineering.
(Chair of ECE)

Action Item B
Hire the Soybean Council Professor in Chemical Engineering
(Chair of ChE)

Action Item C
Recruit and hire the Roy Wilkens Distinguished Professor in the area of telecommunications in the Electrical and Computer Engineering Department.
(Chair of ECE)
Action Item D
Recruit new faculty consistent with the goals of mission enhancement.
(Dean of Engineering)

Action Item E
Having hired two new faculty members with mission enhancement funding, the Biological Sciences Department anticipates the appointment of one additional person during the 1999-2000 academic year; this is in the expectation of pursuing a graduate program in the discipline.
(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item F
Assist Biological Sciences in the appointment of their third mission enhancement faculty member and begin the process of establishing a graduate program in that department.
(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item G
Help recruit a distinguished scholar to fill the new Weiner Professorship in the humanities, the first appointment to be in the English Department.
(Dean of Arts and Sciences and Humanities Chairs)

Action Item H
Appoint new department chairs in English and Physics.
(Dean of Arts and Sciences)

GOAL 30:
Develop a process to recruit, support, and reward faculty whose interest, ability, and performance match UMR's mission and vision.

- Improve the recruitment of under-represented groups.

  MEASUREMENT: Number of faculty from under-represented groups. (HRS System - Institutional Research)
Strategic Theme: Increase Technology Transfer - Outreach

Objective A: Technology Transfer - Outreach: To become a premier source of readily available knowledge, creativity, and education to serve the needs of society.

GOAL 31:
Expand and strengthen the UMR off-campus programs and enrollment.

  MEASUREMENT: Number of students in off-campus programs (SIS - Institutional Research)
  MEASUREMENT: SCH and FTE for off-campus students and programs (SIS - Institutional Research)
  MEASUREMENT: Revenue from off-campus fees. (SIS - Institutional Research)

Action Item A
Finalize and initiate a program leading to the MSCE degree for those Army officers who attend the Engineer Officers Advanced Course (EOAC) and the Chemical Officers Advanced Course (COAC) at Ft. Leonard Wood.  
(Chair of CE)

Action Item B
Implement a statewide MS degree program in Engineering Management.  
(Chair of Engineering Management)

Action Item C
Work toward becoming the preferred source for Civil Engineering graduate degrees, both MS and PhD, for employees of all U.S. Army Corps of Engineer Districts.  
(Chair of CE)

Action Item D
Work with Continuing Education to aggressively promote Aerospace Camp program and other outreach programs that can benefit recruitment and visibility.  
(Manager of Public Relations)

GOAL 32:
To provide technical information to industry.

  MEASUREMENT: The volume of research grants and contracts from the private sector. (GRS / HRS System - Institutional Research)
  MEASUREMENT: Professional service (state and national committees and professional society activities). (Faculty Activities Report - Academic Affairs)

Action Item A
Assist faculty in becoming able to participate on the national level with committee work in technical societies.  
(Chair of CE)
GOAL 33:
To address the educational needs of working engineers state-wide.

MEASUREMENT: Student credit hours generated by UMR outreach programs (Off-campus televideo courses, etc.) (SIS - Institutional Research)
MEASUREMENT: Extension (short course) income (FRS - Institutional Research)

Action Item A
Helping UMR meet its own technology initiatives, KUMR has offered to provide good clear audio for departmental websites to aid in recruitment and accessibility.
(General Manager of KUMR)

Action Item B
Explore the expansion of KUMR's website to become a Gateway to the Heartland, with on-demand programming, links to communities and businesses, connecting the KUMR region with the world.
(General Manager of KUMR)
Strategic Theme: Improve University Support

Objective A: Increase University Resources: To provide increases in the quality of infrastructure and the excellence of the workplace environment.

GOAL 34:
Complete a $60 Million campaign for the campus by June 30, 2001.

MEASUREMENT: Dollars received/pledged by school/college (University Advancement)
MEASUREMENT: Percentage of total alumni who are donors (University Advancement)
MEASUREMENT: Number of formal proposals shared with alumni/friends of the campus (University Advancement)

Action Item A
Complete an academic plan for the ME building complex renovation, complete a business plan, select an architectural firm, initiate private funding, begin design work, and secure initial state funding.

(Chair of MAEEM)

Action Item B
Complete private funding totaling $4.6M for the Butler-Carlton Hall and begin construction.

(Chair of CE)

Action Item C
Psychology will increase phonathon contributions by 10% over the average of the last five years.

(Dean of Arts and Sciences and Chair of Psychology)

Action Item D
Raise $9 million in cash, gift-in-kind, and pledges.

(Director of Development)

Action Item E
Complete 150 appropriate gift solicitations.

(Director of Development)

Action Item F
Re-approach 150 past proposal recipients who have not yet pledged to the campaign to seek commitment.

(Director of Development)

Action Item G
Complete in-depth research and analysis on an additional 120 major gift prospects and on prospects targeted for proposals. Uncover and assign high potential prospects found through electronic and internal screenings, with emphasis on those with a potential of $1 million or more.

(Director of Development)
Action Item H
Continue to participate actively in the Capital Campaign, completing 90% of the association’s goal by June 30, 2000.
(Director of Alumni)

Action Item I
Continue to emphasize endowment funds through the association and increase restricted endowment to $4,500,000 by June 30, 2000. Increase unrestricted endowment to $800,000 by June 30, 2000.
(Director of Alumni)

Action Item J
Continue the Parents Association phonathon program in the fall, 1999 with a goal of raising and collecting $20,000 by June 30, 2000.
(Director of Alumni)

Action Item K
Finalize plans and monetary goals for major solicitation campaign to support the university center renovations.
(Director of Alumni)

Action Item L
Implement a third Corporate Employee UMR Giving campaign similar to the efforts underway at Ford Motor Company and Boeing-St. Louis.
(Director of Development)

Action Item M
Develop corporate endowment giving: Full Circle Partnerships.
(General Manager of KUMR)

Action Item N
Continue work on implementing an electronic logs/invoicing system developed by UMR computer-science student.
(General Manager of KUMR)

Action Item O
Work out subcarrier leasing with Harris Electronics for use on I-44 corridor by trucking industry.
(General Manager of KUMR)

Action Item P
Monitor the broadcast industry for the latest requirements to position public radio KUMR for conversion to digital broadcasting.
(General Manager of KUMR)

Action Item Q
Build relationships with Vice President for Radio at Corporation for Public Broadcasting to ensure that small-market stations continue to receive appropriate funding.
(General Manager of KUMR)
Action Item R
Assist with articles for, and the design and production of the Shillelagh newsletter, the Honor Roll of Donors publication, and other pieces.
(Manager of Public Relations and Manager of Publications)

Action Item S
Promote recognition of major donors ($100,000 or more) through media releases, articles in the MSM-UMR Alumnus and the Shillelagh, and through other media and, continue to write and edit for the “Campaign Update” section of the MSM-UMR Alumnus magazine.
(Manager of Public Relations)

GOAL 35:
Obtain enhanced state support for the university and campus through the assistance of the Public Resource Ambassadors.

MEASUREMENT: Dollars of state support (Institutional Research)

Action Item A
Begin planning for space utilization and space requirements in Chemical Engineering.
(Chair of ChE)

Action Item B
Begin construction of the new Civil Engineering Building
(Chair of CE)

Action Item C
Develop schematic design and implement private fund raising for the Mechanical Engineering Building renovation.
(Chair of MAEEM)

Action Item D
Develop idea of statewide funding for an Outreach/Special Projects Director at KUMR.
(General Manager of KUMR)

GOAL 36:
Increase communication with, and involvement of, alumni and other constituent groups.

MEASUREMENT: Alumni attendance at Homecoming, Golden Alumni Weekend, and Section Activities (University Advancement)

MEASUREMENT: Percent of attendance at Board of Trustees, Academies, and CDC meetings (University Advancement)

Action Item A
Establish an awards committee to enhance UMR's visibility through nomination of good candidates for appropriate national recognition.
(Dean of Engineering)

Action Item B
Establish a position of Director of External Relations in the School of Engineering.
(Dean of Engineering)
Action Item C  
Continue to update existing draft department/program business plans, with input from department/program leadership and faculty, to encourage commentary and investment by alumni and friends.  
(Director of Development)

Action Item D  
Publicize campaign progress and recent major gifts through the MSM-UMR Alumnus, the Shillelagh magazine, department newsletters, and the Honor Roll of Donors. Design and distribute three issues of the Shillelagh newsletter to the 600+ members of the Order of the Golden Shillelagh - with one of these issues to be distributed with the MSM-UMR Alumnus to all alumni - to encourage increased commitment by the audience.  
(Director of Development)

Action Item E  
Provide verbal presentations on campaign goals and progress to the Board of Trustees, Alumni Association Board, Corporate Development Council, the Board of Visitors for the College of Arts & Sciences, the Engineering Dean’s Advisory Board, the five active academic academies, and the numerous department/program advisory boards upon request.  
(Director of Development)

Action Item F  
Design and execute two planned giving direct mailings to 4,000 targeted prospects and facilitate one estate planning seminar.  
(Director of Development)

Action Item G  
Execute one planned giving seminar for faculty and staff.  
(Director of Development)

Action Item H  
Involve the Corporate Development Council's Team Image in the campus-wide marketing initiative.  
(Director of Development)

Action Item I  
Plan a second self-supporting donor cultivation event for the summer of 2000 (similar to the OGS cruise in January 1997) for OGS members.  
(Director of Development)

Action Item J  
Enhance Harris Online Community for MSM-UMR Alumni Association.  
(Director of Alumni)

Action Item K  
Implement new programs of recognition for volunteer achievement and service.  
(Director of Alumni)

Action Item L  
Build class reunion programs to bring greater recognition to 25-year reunions.  
(Director of Alumni)
Action Item M
Chancellor section visits - six sections this year.
(Director of Alumni)

Action Item N
Other campus visits to section - twenty sections each year.
(Director of Alumni)

Action Item O
Work toward publishing a complete Homecoming event schedule in the MSM-UMR Alumnus.
(Director of Alumni)

GOAL 37:
Promote better relations between the university and community.

MEASUREMENT: Number of campus visits by alumni/friends to interact with departments and programs across campus. (University Advancement)
MEASUREMENT: Survey of external constituencies. (Community Survey - University Advancement)

Action Item A
Cultivate and steward a minimum of 30 community prospects attending campus events and provide recommendations and procedures to departments and programs who wish to host additional events.
(Director of Development)

Action Item B
Promote recognition of major donors ($100,000 or more) through media releases.
(Director of Development)

Action Item C
Expand the KUMR for KIDS program from 6 school districts to 8. Work with the Heuer Foundation in Springfield for expanding the program in Lebanon to include field trips to actual orchestra concerts.
(General Manager of KUMR)

Action Item D
Develop Missouri Biography show to include work with schools.
(General Manager of KUMR)

Action Item E
Run Major Miners show featuring UMR stories.
(General Manager of KUMR)

Action Item F
Use expertise on campus where possible in preparing of shows.
(General Manager of KUMR)
Action Item G
Produce the W^3 once a month with the assistance of the Office of Public Relations.
(Manager of Publications)

Action Item H
Continue to assist KUMR with the INTRO, marketing literature for We're Science and Missouri Impact and additional marketing items as needed (T-shirts, mugs, magnets...)
(Manager of Publications)

Action Item I
Update the online experts list (October 1999).
(Manager of Public Relations)

Action Item J
Develop a speakers bureau for the campus and promote select UMR speakers to organizations within a 30-mile radius of campus (October 1999).
(Manager of Public Relations)

Action Item K
Continue to look into the feasibility of hiring nationally-known photographer Jason Jones for a campus-wide photo shoot.
(Manager of Publications)

Action Item L
Work on coordinating all publications to strengthen UMR’s identity.
(Manager of Publications)

Action Item M
Develop a plan to actively promote UMR in the St. Louis region (August 1999).
(Manager of Public Relations)

Action Item N
Develop a communications plan for keeping key stakeholders informed of UMR research and educational activities (July 1999).
(Manager of Public Relations)

Action Item O
Develop a thorough analysis of UMR’s standings in the U.S. News rankings (July 1999).
(Manager of Public Relations)

Action Item P
Develop a plan to improve UMR’s standings in the national rankings, with a goal of reaching U.S. News and World Report’s first-tier group of universities by FY 2004.
(Manager of Public Relations)
OBJECTIVE B: Enhance Faculty and Staff Productivity: To provide effective and efficient faculty and staff support.

GOAL 38:
Achieve and maintain efficiency and productivity in administration.

MEASUREMENT: Administrative dollars/total university expenditures compared to Benchmarks (FRS / HRS System - Institutional Research)

Action Item A
Provide functional area support and expertise to the Administrative Systems Project during the design and development phases of the PeopleSoft implementation.
(Director of Admission and Registrar)

Action Item B
Provide web access to classroom availability information.
(Registrar)

Action Item C
Address Y2K hardware and software deficiencies.
(Director of Computing and Information Services)

Action Item D
Assume administration and increase offerings of summer sports camps to increase participation and revenue.
(Intercollegiate and Intramural Athletics & Recreation)

GOAL 39:
Provide productive and efficient academic programs.

MEASUREMENT: Credit hours / dollars faculty salaries (FRS / HRS - Institutional Research)
MEASUREMENT: Student tuition (SIS - Institutional Research)
MEASUREMENT: Space utilization (Administrative Services)
MEASUREMENT: Student-to-faculty ratios (SIS - Institutional Research)
MEASUREMENT: Class size by department (SIS - Institutional Research)
MEASUREMENT: Research in terms of dollars per faculty salary (HRS - Institutional Research)
MEASUREMENT: [Grants and contracts expenditures + fee rate x student credit hours] / faculty salary (GRS - Institutional Research)
GOAL 40:
To attain the highest customer satisfaction, using the appropriate technologies, maintaining an infrastructure that evaluates core activities of the support functions such as: providing safe and well-maintained facilities, aesthetically pleasing buildings and grounds, adequate parking, etc. in relation to campus mission.

MEASUREMENT: Customer Service Index (Administrative Services)

MEASUREMENT: Turn Around Time for Purchase Orders, Including Bids (Purchasing Administrative Services)

MEASUREMENT: Meantime to Repair Failures (Telecommunications - Administrative Services)

MEASUREMENT: Average Response Time (University Police - Administrative Services)

MEASUREMENT: Number of spaces Available for Parking (University Police Administrative Services)

MEASUREMENT: Custodial Satisfaction Survey (Physical Facilities - Administrative Services)

MEASUREMENT: Grounds Review Audit (Physical Facilities - Administrative Services)

MEASUREMENT: Grounds Satisfaction Survey (Physical Facilities - Administrative Services)

MEASUREMENT: Maintenance Satisfaction Survey (Physical Facilities - Administrative Services)

MEASUREMENT: Business Processes index (Administrative Services)

MEASUREMENT: Default Rate Per Year on Student Loans (Fiscal Services - Administrative Services)

Action Item A
   Develop campus safety manual and laboratory safety manual. (Occupational Health and Safety Services)

Action Item B
   Address issues identified in safety program gap analysis. (Occupational Health and Safety Services)

Action Item C
   Work with suppliers and departments to expand use of purchasing credit card. (Purchasing)

Action Item D
   Develop and schedule programs for orientation for new campus employees on services offered by the Purchasing Department and how to make purchases. (Purchasing)

Action Item E
   Apply all updates for NIGP commodity codes to the APS purchasing system software. (Purchasing)

Action Item F
   Determine effectiveness of BidNet and similar Web-based services in locating additional suppliers for increased competition and lower prices through trial use of those services. (Purchasing)
Action Item G
   Revise campus processes related to procurement function as necessary for implementation of ASP/PeopleSoft.
   (Purchasing)

Action Item H
   Research feasibility of having campus PBX.
   (Telecommunications)

Action Item I
   Work on Phase II of ISO 14000 implementation.
   (Environmental Management Services)

Action Item J
   Increase offerings of electronic document services.
   (Centralized Printing and Mail Services)

Action Item K
   Upon approval by campus parking committee, establish two parking lots on north side of campus (north of EE building on 16th Street).
   (University Police)

Action Item L
   Re-engineer campus recruitment process as part of implementation of ASP/PeopleSoft.
   (Human Resource Services)

Action Item M
   Revise campus processes related to accounting functions as necessary for implementation of ASP/PeopleSoft.
   (Accounting)

Action Item N
   Participate in the design and implementation phases of the PeopleSoft Student Administration and Financial Systems.
   (Accounting, Cashiering, Externally Sponsored Programs)

Action Item O
   Upgrade the Cashier’s Office security system with assistance from the University Police.
   (Cashier Office)

Action Item P
   Conduct Customer Satisfaction Surveys for each section of the Accounting/Fiscal Services Department.
   (Accounting, Cashier Office, Externally Sponsored Programs and Student Loan Collections.)

Action Item Q
   Implement Cashier’s Office toll-free number to provide account information for students and parents.
   (Cashier Office)
Action Item R
Increase borrower participation in the electronic payment plan to reduce billing and bank costs for student loan collections.
(Student Loan Collections)

Action Item S
Revise and update all student loan forms and brochures to accommodate changes that have occurred in student loan processing requirements.
(Student Loan Collections)

Action Item T
Expand usage and participation in the use of the electronic journal entry web system by training additional campus personnel.
(Accounting)

Action Item U
Review, revise, and update information available on the web for the Accounting/Fiscal Services Department. Expand the utility of the web data by adding new sections where appropriate and an index that assists users in finding the answers they need.
(Accounting, Cashier Office, Externally Sponsored Programs and Student Loan Collection)

Action Item V
Implement transition of all departmental personal computers from Windows 95 to Windows NT.
(Accounting, Cashier Office, Externally Sponsored Programs, and Student Loan Collections)

Action Item W
Implement computerized Miscellaneous Accounts Receivable System (MARS) to replace manual Excel spreadsheets process currently in place.
(Accounting)

Action Item X
Implement a new version of the GrantMaster computer system for grants and contracts to update the existing system.
(Externally Sponsored Programs)

Action Item Y
Implement a new post-award system for grants and contracts, as is currently being utilized by the University of Missouri-Columbia campus. This will include a sub-contract payment module, post award tracking to assist in report preparation, desktop note capability and new reporting functionality.
(Externally Sponsored Programs)

Action Item Z
Develop a listserv process on Outlook to provide pertinent updates on Grants and Contracts activities for principal investigators and campus clerical support staff.
(Externally Sponsored Programs)

Action Item AA
Complete implementation of Maximo Software.
(Physical Facilities)
Action Item BB
Reduce campus maintenance costs by:
- Implementing Maximo for facilities inventory database and labs listing
- Creating preventative maintenance job plans
- Continuing employee specialized training
  (Physical Facilities)

Action Item CC
Reduce steam costs by:
- Improving efficiency by modernizing boiler controls
- Investigating the feasibility of boiler renovation
- Completing Phase II of the Energy Conservation Program
  (Physical Facilities)

Action Item DD
Reduce the cost of custodial services by:
- Improving staff training
- Investigating new products and procedures
- Investigating new procedures for best practical practices
- Implementing Maximo to track both the Customer Evaluation Program and the Self Evaluation Program.
  (Physical Facilities)

Action Item EE
Reduce grounds maintenance costs by:
- Improving staff training
- Seek new and better products and equipment
- Seek new and more efficient procedures
- Implementing Maximo to track costs for comparators to similar operations
- Completing data entry phase of the Tree Resource Improvement and Maintenance Program
- Implement Tree Resource Improvement and Maintenance Program
  (Physical Facilities)

Action Item FF
Implement a 10-person cooperative living environment in Farrar Hall.
  (Residential Life)

Action Item GG
Consolidate Academic Assessment survey results across time for recruiting and retention implications.
  (Academic Assessment and Student Research)

Action Item HH
Provide opportunities for employers via the Internet to access student resumes and interview schedules from the Career Opportunities Center database.
  (Career Opportunities Center)

Action Item II
Restructure the work flow and office environment of the Career Opportunities Center to improve service to students and employers.
  (Career Opportunities Center)
Action Item JJ
Develop and implement a proposal for communicating with new students at Preview and Orientation.
(UMR Bookstore)

Action Item KK
Survey students, faculty, and staff on our customer service and the selection of non-text merchandise available in the store.
(UMR Bookstore)

Action Item LL
Develop basic order forms for special ordering of supplies, trade books, and software on the Bookstore web site via the UMR server.
(UMR Bookstore)

Action Item MM
Update current telephone system to enhance customer service response.
(UMR Bookstore)

Action Item NN
Develop a food plan for proposed U.C. cafeteria.
(UMR Food Service)

GOAL 41:
To attain a high performing and satisfied staff through developing a performance management system that identifies core competencies for every staff position, provides career planning and professional development opportunities, recognizes and rewards exemplary service, and compensates individuals based on a market driven salary structure.

MEASUREMENT: Staff Growth (Administrative Services)
MEASUREMENT: Staff Satisfaction Survey (Administrative Services)
MEASUREMENT: Hours of Staff Development Programs Offered (Administrative Services)
MEASUREMENT: New Employee Orientation Satisfaction (Administrative Services)
MEASUREMENT: Number of Safety Training Hours Made Available Per Employee (Administrative Services)

Action Item A
Identify the required competencies of all positions within Accounting/Fiscal Services department.
(Accounting/Fiscal Services)

Action Item B
Compare the required competencies with the existing competencies of the employees holding the positions and identify the training needs to eliminate the competency gaps.
(Accounting/Fiscal Services)

Action Item C
Work with all departments within the Administrative Services Division to develop a three-year plan to eliminate identified competency gaps.
(Accounting/Fiscal Services)