

## Strategic Plan Development for MU, UMKC, S&T and UMSL (updated 8/21/17)

### Goal:

The University of Missouri System comprises four academic research institutions united in a common vision of excellence, with each maintaining its unique heritage and attributes. The constituent Universities have enjoyed a long and distinguished history that date back to 1839, and together have weathered military conflicts, social transformations, economic downturns and technological disruptions.

The resilience of our University system and its constituent institutions will now be tested as never before. Current disrupters of the University include diminishing state appropriations and federal research support; changes in demographics; enrollment declines; disruptive technologies and approaches for convenient and personalized learning; increasing student debt and higher rates of student loan defaults; and shifting public perception of the value of higher education. To faithfully fulfill its responsibilities to students, faculty, staff and the citizens of Missouri, the University of Missouri System must follow a bold and transformative strategic plan. Just as the four constituent Universities build strength into our single system, our strategic plan will comprise four components, each optimized to the unique attributes of that institution, while setting the stage to accomplish our common vision of excellence in teaching, research and engagement.

The current strategic plans for the four campuses will end in 2018. New strategic plans for each campus must be transformative, collaborative, and transparent. These plans must be constructed so that stakeholders within and outside of the University system understand how all campuses will achieve their goals are held accountable for our objectives. Following recent retreats with Curators, General Officers, Chancellors, Provosts and CFOs, the UM System drafted new Vision statements and Compacts. The draft Vision Statement and Compacts provide unifying principles that will inform and guide the campuses as each develops its strategic plan.

### Process:

- By October 1, 2017
  - Intercampus Faculty Council (IFC), Intercampus Student Council (ISC), Intercampus Staff Advisory Council (ISAC) and Intercampus Alumni and Extension Leadership Council (IAELC) and MO 100 to review and provide input for the Vision Statement and Missouri Compacts
    - Steve Graham and Jill Wood will share this document with IFC and ISC
    - Ashley Berg will share this document with ISAC
    - Melanie Barger will share this document with Tri-Chairs of MO 100
    - Marshall Stewart will share this document with IAELC
    - Katie Lockwood to send reminders on September 5 and September 18 to complete review and input

- Shared governance organizations (faculty, students and staff) for each campus to review and provide input for the Vision Statement and Missouri Compacts
  - Chancellors and Provosts will share updated Strategic Plan Development document to campus governance organizations by August 25, 2017
  - Chancellors/Provosts will provide Katie Lockwood with the list of points of contacts for each campus governance group
  - Chancellors/Provosts to send reminders on September 5 and September 18 to complete review and input
- Each campus to appoint a group of faculty, students, staff and administrators to their Strategic Plan Committee (SPC)
  - Chancellors and Provosts to appoint the SPC by September 18, 2017 and share names and contacts of SPC members and chair of SPC with Katie Lockwood
- The charge for the four SPCs will be to develop strategic plans that are unique to each campus to achieve the Vision and meet the objectives of the Missouri Compacts
  - SPC should hold listening sessions/town hall meetings to seek input from university communities
  - Chancellors and Provosts to request updates from the SPC on November 1 and November 15
- By December 1, 2017
  - First drafts of campus strategic plans will be completed and delivered to Chancellors and Provosts
    - Chancellors and Provosts to share document with UM System
- By January 1, 2017
  - Review and recommendations from Chancellors, Provosts and System Review Team provided by SPC
    - System Review Team to include (Mun Choi, Steve Graham, Jill Wood, Mark McIntosh, Kevin McDonald, Ryan Rapp, Susan Reno and Gary Allen)
- By February 1, 2018
  - Chancellor and Provost to work with SPC to develop and submit 2<sup>nd</sup> draft of strategic plan to System Review Team
  - Steve Graham/Jill Wood/Ashley Berg/Melanie Barger/Marshall Stewart to share strategic plans with IFC, ISC, ISAC, IAELC and MO 100
- By March 1, 2018
  - Strategic plans are reviewed and input provided by campus shared governance organizations and System Review team
- By April 1, 2018
  - Strategic plans are finalized and submitted to Board of Curators by the President
- By April 13, 2018
  - Campus strategic plans are reviewed and approved by the Board of Curators
- Semi-annual progress reports will be provided by the President and Chancellors at the June and December Board of Curators meetings

## Draft Vision:

*“To be a premier land-grant institution dedicated to the creation and inclusive sharing of knowledge to advance the educational, health, cultural, economic and social interests of the people of Missouri, the nation and the world.”*

## Draft Compacts for Education, Research, Engagement and Economic Development for the 21st Century:

### Missouri Compact for Excellence in Student Success is to:

- Increase academic quality and diversity
- Enhance learning experiences
- Increase flexible paths to learning and degree completion
- Increase professional development
- Increase retention and graduation rates
- Improve career outcomes
- Increase affordability
- Reduce debt at graduation and loan default rates

### Missouri Compact for Excellence in Research and Creative Works is to:

- Increase intellectual merit and broader impact
- Increase extramural research
- Increase high-quality publications and citations
- Increase faculty awards and recognition
- Increase curated exhibits and juried performances

### Missouri Compact for Excellence in Engagement and Outreach is to:

- Build a climate that values the diverse background, experiences and perspectives of each individual
- Develop effective programs for educational, health, cultural, economic and social outreach with local, state and global communities
- Develop innovative partnerships with industry for economic and workforce development

### Missouri Compact for Excellence in Planning, Operations and Stewardship is to:

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