

GATEWAY FOR GREATNESS

Strategic Plan 2008-12

VISION

The University of Missouri-St. Louis will be known as a premier metropolitan public research university and as a university of choice for undergraduate, graduate and professional students.

MISSION

The University of Missouri-St. Louis provides excellent learning experiences and leadership opportunities for a diverse student body. Outstanding faculty and staff, innovative research, and creative partnerships foster synergies that advance the welfare of our stakeholders and benefit the global society.

VALUES

Excellence

We believe excellence in research and creative achievement results from original thinking that advances fields of study and is recognized externally. Excellence also refers to paying attention to individual student learning needs and maintaining the highest academic standards, using multiple approaches to facilitate learning, engaging in ongoing assessment of student learning and improvement of the quality of learning experience.

Integrity

We expect the highest ethical standards in all aspects of the educational experience and foster throughout our campus community the strongest commitment to respect, dignity, honesty and freedom in individuals' academic, professional and civic lives.

Partnerships

We value collaboration among students, organizations and engage in research and teaching to improve the quality of life. *Collaboration* develops graduates who contribute in meaningful ways to a diverse global society. Interdisciplinary research generates novel ways of resolving problems and building new knowledge.

Opportunity

We value access to excellent education, engagement in cutting edge research, and dedication to University, community, and professional service as a means to develop the future of our region, state, nation and world. A focus on opportunity helps develop responsible citizens who contribute to quality of life and who represent the diversity of the community and the world we serve.

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Diversity

We value diversity among faculty, staff, and students and recognize its essential contribution to campus culture. Different cultural, intellectual, socioeconomic and regional perspectives add substantially to understanding, richness of debate, intellectual inquiry and knowledge development.

Stewardship

We value the financial, physical and human resources entrusted to us and exercise care in employing them. We cultivate the trust, loyalty and good will of stakeholders, whose assets allow us to pursue our educational mission.

STRATEGIC DIRECTIONS

As a public research university located in the St. Louis metropolitan area, we offer a unique synergy created through our ***innovative research, quality learning environment, diverse students and faculty, and creative collaborations*** which develops our students' ability to thrive in a diverse and rapidly changing world. We will continue to enhance our position as the ***premier educator of the workforce of St. Louis*** and we will extend our reputation for quality education within and beyond the region.

We will leverage our ***core strength of attracting the non-traditional and transfer student population***, finding ways to enhance our attractiveness to them and working with the feeder schools to improve their preparation. At the same time, we will seek to grow the first time/ full time student enrollment to ***further enhance our reputation in the community as a 'university of choice'*** and contribute to the vitality of the campus culture. We will ***meet the growing demand for graduate education*** by positioning ourselves to serve this demographic.

The diversity of our student population and the ***richness of the diverse campus culture*** create an experience for our students that prepare them for a diverse and rapidly changing world, serve as a pipeline for businesses and organizations that seek employee diversity, and prepare students as leaders in a diverse workforce.

We will build on our growing reputation for research excellence and our university, units within the university and our faculty will be ***nationally and internationally known for excellence in research and creative activity***. We will ***recognize, reward and celebrate the campus-wide impact*** of individual and unit success.

We will leverage our location in the St. Louis metropolitan region by being ***unsurpassed as the regional leader in creative collaboration*** with area businesses and community organizations. We will continue to have ***significant influence on economic development in the region and beyond*** through collaborations, consulting and continuing education.

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We will find ways to enhance campus life and increase on campus residents. A major focus will be to further improve the '**convenience**' and the '**quality of experience**' as perceived by our students. Convenience includes such things as ease of the admission process, class availability, convenient scheduling, and adequate parking with handicap access, quality facilities and accessible technology. Quality experience includes such things as; collaborative learning opportunities, a high level of student faculty interaction, a supportive campus environment that entices students to spend more time on campus, the right academic challenge that conveys to students that they are getting an education not just a degree and enriched educational experiences such as international educational opportunities, research, internships and practicum.

We will be **wise stewards of our scarce resources** by leveraging collaborative research and creativity, both internally and externally, and holding ourselves accountable.

We will **communicate the compelling message of our strengths and our position in the region** through our leadership councils, alumni, faculty, staff, students and other friends of the university in a way that dramatically increases fundraising, grants and other forms of contributed support. And we will continue to **engage our loyal alumni** who are committed to strengthening our region as leaders in their fields.

The **Strategic Priorities and Key Initiatives** outlined in the following pages define our approach for moving in this direction.

STRATEGIC PRIORITIES

A. Enhance the quality and delivery of undergraduate and graduate / professional education.

We are committed to delivering excellent programs to our students. We understand there are many higher education choices in the St Louis region and in the state so we focus our assessment of student learning activities on ways to maintain and improve the quality of our undergraduate, graduate and professional education programs. UMSL is prepared to deliver programs at the highest level and in various formats as desired by the students.

B. Recruit and retain an outstanding and diverse student body.

As the most diverse public research university in the state of Missouri, we enjoy the benefits that diversity of cultures and perspectives provides. We embrace the opportunity this diversity provides to enrich our campus culture and student, faculty and staff experiences. We are committed to recruiting the best and the brightest students from all cultures, backgrounds, and viewpoints, and will make every effort to retain them successfully to graduation.

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C. Enhance research, scholarship and artistic/creative activity.

We are known for outstanding research, quality scholarship and superior artistic/creative activity and we work toward continued excellence through assessment and continuous improvement. We are committed to focusing campus efforts on research which is original and pertinent, scholarship which enhances knowledge, and supportive environments where artists can flourish and create.

D. Enhance civic engagement for economic and social benefit of the region.

We are a University committed to being unsurpassed in all our community engagement activities. We are well known for our engagement in the region, the nation and internationally. We intend to work collaboratively with our partners to develop programs which are sustainable and benefit society.

E. Increase financial base and continue to enhance the stewardship of resources.

We are sensitive to maintaining affordable education for our students within the context of available public support for higher education in the state of Missouri. We manage our assets with great care and accountability. We assure our donors and contributors that we will use those assets wisely and appropriately to improve the research, teaching and learning environment of the university.

Goal	Strategic Priority and Supporting Initiatives		Measure
A	Enhance the quality and delivery of undergraduate and graduate/professional education		
	A-1	Promote excellence in academic programs	
	A-1.1	Maintain or improve the quality of instruction	Course evaluations and NSSE score
	A-1.2	Provide flexible, engaging programs through innovative content, instructional approaches, scheduling, and delivery mechanisms	Credit hours earned in on-line courses Credit hours earned in off-site courses (Jurisdiction X, incl. Adv Crd) Credit hours earned in off-site courses (Jurisdiction A- Res Ctrs) Seniors reporting internships and team projects in NSSE # of students studying abroad # of students in national student exchange - In/Out Credit hours earned in Winter Intersession and other flexible schedules # of campus credit hours generated (excluding advance credit)
	A-1.3	Integrate research experiences into programs	NSSE Urban Peers Senior scores on UG research
	A-1.4	Increase to 100% the percentage of programs using assessment data to enhance program quality	Percentage of programs using assessment and impact on students in annual reports
	A-2	Enhance the quality of faculty resources	
	A-2.1	Maintain and improve faculty composition in each unit	# of departmental faculty plans
	A-2.2	Maintain and improve diversity of tenure-track faculty	Percentage of tenure-track faculty diversity benchmarked against urban peers Percentage minority excluding non-resident aliens and unknown UMSL/Minter peers
	A-3	Enhance quality of infrastructure to support academic programs	
	A-3.1	Enhance technological infrastructure	# of technology-enhanced classrooms # of learning studios Metrics of Technology Support Center effectiveness Metrics of Faculty Resource Center effectiveness Metrics of High Performance Computing Collaboratory effectiveness # of wireless access points
	A-3.2	Enhance staff and academic support structure	Urban peers on NSSE scores related to campus support GTA/GRA stipends Revenue allocation for quality library services Staff support (Benchmark UMSL staff:faculty ratio against ratio for Minter peers)

Goal	Strategic Priority and Supporting Initiatives	Measure
B	Recruit and retain an outstanding and diverse undergraduate and graduate student body	
B-1	<i>Increase undergraduate enrollment to 10,925 by 2012</i>	Undergraduate enrollment
B-2	<i>Increase FT/FT/DS retention</i>	FT/FT/DS retention
B-3	<i>Increase six-year graduation rate of FT/FT/DS freshmen to 42% by 2012</i>	6-year graduation rate
B-4	<i>Increase graduate students to 3,075 by 2012</i>	Graduate enrollment
B-5	<i>Increase Transfer retention rate</i>	Transfer retention
B-6	<i>Increase 4 year graduation rate of transfer students</i>	4-year graduation rate
B-7	<i>Maintain and increase diversity of student population</i>	Diversity reports
B-8	<i>Increase international student enrollment to 600 by 2012</i>	International student enrollment
B-9	<i>To maintain affordability, limit increases of tuition and fees to lowest feasible amount</i>	
		Tuition/fees UG MO 30 SCH
C	Build the quality of research, scholarship, artistic/creative activity and graduate programs	
C-1	<i>Increase external funding 10% annually</i>	External funding (\$ millions)
C-2	<i>Increase patents and licensing contracts by 2 annually</i>	Number of patents and license contracts issued
C-3	<i>Increase by 10 % annually the quantity of peer-reviewed, top-tier publications, editorships,</i>	Academic Analytics FSP # of peer reviewed publications and other scholarship valued by department
C-4	<i>Increase by 5% annually number of doctoral degrees granted.</i>	# of doctoral degrees awarded
D	Enhance civic engagement for economic and social benefit of the region	
D-1	<i>Meet the standards necessary to receive recognition from Carnegie Foundation for community engagement</i>	
		Earn the Carnegie Foundation classification as a community-engaged campus
D-2	<i>Be a driver for improvements in the economic activity of the area surrounding the campus</i>	
D-2.1	Achieve 80% occupancy for the IT incubator	Occupancy rate
D-2.2	Complete University Boulevard entrance to campus	Progress report
D-2.3	Work with neighboring municipalities to develop amenities to attract students and businesses to the area	Progress report

Goal	Strategic Priority and Supporting Initiatives	Measure
E	Increase financial base and improve stewardship of resources	
E-1	<i>Engage civic support to achieve equity in state funding relative to other public campuses</i>	State funding proportion of UM System
E-2	<i>Increase level of Alumni giving by June 2012</i>	
E-2.1		Increase by 10% Alumni Giving
E-2.2		Membership reports
E-3	<i>Maintain or increase private annual giving to \$20 million by June 2012</i>	
E-4	<i>Attain 20% level of tuition and fees collected made available as funding for scholarships</i>	% of tuition \$ granted in financial aid
E-5	<i>Achieve funding for capital projects in current master plan</i>	
E-6	<i>Maintain and improve the campus's financial position</i>	
E-6.1		Composite Financial Index