

Priorities and Goals

UM Goal	Action Plan Id	
	A	Enhance the quality and delivery of undergraduate and graduate/professional education.
HPO6	A1 A1-1	<p>1. Increase and shape the faculty composition.</p> <ul style="list-style-type: none"> • Increase regular (tenure-track) faculty to 330. <i>Measure:</i> Tenured and tenure track faculty. <i>Responsible Unit:</i> Provost/Academic Affairs <i>Reporting Unit:</i> Institutional Research <i>Source:</i> IPEDS-S report <i>Baseline:</i> 289 (October 2004) <i>Progress:</i> 308 (October 2005-Preliminary) 326 (October 2006-IPEDS HR Survey – UM IR&P)
HPO4	A1-2	<ul style="list-style-type: none"> • Retain faculty through competitive compensation structure. <i>Measure:</i> UMSL rank among nine peer institutions using All Ranks Average Salary. <i>Responsible Unit:</i> Provost/Academic Affairs <i>Reporting Unit:</i> UM Institutional Research <i>Source:</i> http://www.umsystem.edu/ums/departments/fa/planning/facultyandstaff/compliance/3_33.xls <i>Baseline:</i> 7th (April 2005) <i>Progress:</i> 8th (April 2006)
	A1-3	<ul style="list-style-type: none"> • Develop strategies to significantly increase the percentage of undergraduate and graduate courses taught by regular faculty. <i>Measure:</i> Percent of fall semester on-campus undergraduate and graduate courses taught by regular faculty. <i>Responsible Unit:</i> Deans <i>Reporting Unit:</i> Institutional Research <i>Source:</i> UIDS instructor load table <i>Baseline:</i> Undergraduate: 33%, Graduate 74%. (Fall 2004) <i>Progress:</i> Undergraduate: 33%, Graduate 71%. (Fall 2005) Undergraduate: 31%, Graduate 71%. (Fall 2006)
	A1-4	<ul style="list-style-type: none"> • In the case of the Colleges of Nursing and Optometry, develop target ratios that consider the appropriate need for clinical faculty. <i>Measure:</i> Percent of fall semester on-campus undergraduate, graduate, and professional courses taught by regular faculty compared to the target ratio developed by the Provost in consultation with Nursing and Optometry. Optometry measure: percent of on-campus didactic graduate and professional courses taught by regular faculty. <i>Responsible Unit:</i> Deans of Nursing and Optometry

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<i>Reporting Unit:</i>	Nursing and Optometry		
<i>Source:</i>	Nursing and Optometry		
	Nursing	Nursing	
	Undergraduate	Graduate	Optometry
<i>Target:</i>	50%	50%	50%
<i>Baseline:</i>	12%	69%	60% (Fall 2004)
<i>Progress:</i>	24%	82%	54% (Fall 2005)
	25%	50%	52% (Fall 2006)

A2
A2-1

2. Strengthen academic programs.

- Protecting the integrity of the academic core. This measure relates to the teaching and learning aspects of the academic core; research and service/outreach are discussed elsewhere.

Measure:

1. Percentage of current funds expenditures devoted to instructional activities and rank (from highest to lowest) versus other groups. Instructional costs are defined as instructional expenditures as a percentage of the total expenditures for instruction, research, public service, academic support, student services, institutional support, and operation and maintenance of plant. Expenditure categories are defined using Program Classification Structure (PCS) codes which categorize expenses based on the purpose of the expenditure. PCS codes excluded are depreciation, scholarships & fellowships, auxiliary enterprises, hospitals, independent operations, and other operating expense deductions.
2. Percentage of academic programs that have developed learning outcomes and are measuring them.

Responsible Unit: Provost/Academic Affairs

Reporting Unit: Provost/Academic Affairs

Source:

1. IPEDS-F
2. Dean of the Graduate School

Baseline:

1. UMSL % - 51.7% (FY2004)
UM campuses – 1st (range: 33.6%-51.7%)
Current peers – 3rd (range 32.2%-53.8%)
Minter peers – 7th (range 25.9%-57.8%)
2. 16% (15 of 93) (FY2004)

Progress:

1. UMSL % - 51.5% (FY2005)
UM campuses – 1st (range: 33.1%-51.5%)
Current peers – 3rd (range: 32.3%-52.1%)
Minter peers – 7th (range: 29.4%-57.6%)
(FY2006 not yet available.)
2. 53% (49 of 93) (FY2005)
76% (70 of 92) (FY2006)

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HPO4 A2-2

- Further develop appropriate staff and academic support structure.
 - Measure:*
 1. The number of training and professional development programs offered and the number of faculty and staff who participated.
 2. The number of calls to IT support units and the time to resolve.
 3. The number of faculty and professional staff who attend professional meetings and the dollar amount of faculty (administrative appointments above the level of chair not included) travel support (institutional and grant funds).
 4. Funding for and usage of Library resources.
 5. Adequacy of campus support as measured by FSSE (faculty) and NSSE (students).
 6. Usage of MyGateway.

Responsible Unit:

Provost/Academic Affairs

Reporting Unit:

Provost/Academic Affairs

Source:

Baseline:

1. The Center for Teaching and Learning offered 53 events and had 825 attendees. (FY2004)
- 2.
- 3.
- 4.
5. NSSE Supportive Campus Environment benchmark score:

	UMSL	Urban	
Freshmen	55.2	56.9	(FY2004)
Seniors	49.0	52.7	(FY2004)

 FSSE – 66% of responding faculty think UMSL provides the support students need to succeed academically (Quite a bit/Very much). (FY2004)
- 6.

Progress:

1. The Center for Teaching and Learning offered 45 events and had 992 attendees. Information Technology Services had approximately 290 individuals attend four events. (FY2005)
 CTL offered 39 events and had 1,175 attendees. Information Technology Services (ITS) had approximately 660 registrants for 81 events, including the Technology and Career Briefings. (FY2006)
2. Of the 16,188 service tickets 13,995 (86.45%) were closed by the Technology Support Center with an average talk time of 5 minutes and 25 seconds. (FY2005)

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Of the 16,007 service tickets, 13,409 (84%) were closed by the Technology Support Center. The average time spent to answer a call was 4 minutes 3 seconds, a 33% improvement from the year before. (FY2006)

3. Professional meetings: 484 faculty/staff attending; \$322,006 travel support from institutional sources; \$206,966 from other sources. (FY2005)

Professional meetings: 517 faculty/staff attending; \$496,401 travel support from institutional sources; \$227,080 from other sources. (FY2006)

4. Funding/usage of library resources: The majority of electronic databases are mounted centrally and provided to all UM campuses through the Library Systems Office, which provides over \$2.5 million in electronic resources and the campus spends an additional \$198,437 (FY2005)

Funding/usage of library resources: The majority of electronic databases are mounted centrally and provided to all UM campuses through the Library Systems Office, which provides over \$2.5 million in electronic resources, with the UM-St. Louis campus providing an additional \$183,886. (FY2006)

Form 5 Requests have been submitted for funding to restore and maintain the viability of both the serial and monographic collections, to provide additional funding for electronic resources, and to support additional technical staffing.

As a result of the report of the Campus Review Team, the libraries will seek to increase funding for collections as well as to improve the FTE student/library expenditures ratio. (FY2006)

5. NSSE Supportive Campus Environment benchmark score:

	UMSL	Urban	
Freshmen	57.1	54.8	(FY2005)
Seniors	52.1	52.5	(FY2005)
FSSE – 70% of responding faculty think			

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UMSL provides the support students need to succeed academically (Quite a bit/Very much). (FY2005)

NSSE will be administered in 2007

- 6. Over 1,200 courses used MyGateway in WS2005.

Over 1,900 courses used MyGateway in WS2006. The maximum number of accesses (“hits”) per day on MyGateway was 2.16 million in WS2006, compared to 1.4 million in WS2005. (FY2006)

- A2-3
 - Provide incentives for the development of alternative course delivery (online, ITV, video, accelerated, off-term, and weekend classes), and increase online degree programs to six.

- Measure:*
- 1. Incentives- Number and types of incentives offered to programs.
 - 2. Online degree programs-Number of programs.

Responsible Unit: Provost/Academic Affairs

Reporting Unit: Provost/Academic Affairs

Source: Provost/Academic Affairs

- Baseline:*
- 1. Online supplemental fee to support the program (Communication and PMBA). Workload adjustments (Nursing). ITV class size limits (Social Work). Support for developing online courses (Education and Business).

- Progress:*
- 2. Online degree programs: 3 (Fall 2004)
 - 1. Arts and Sciences CE works collaboratively with departments and academic deans to assist in new online course development. As an incentive, we provide upfront development funds for faculty who wish to develop a new course or to develop an online format for an existing course and then the proposed course is approved by department chairs and the academic dean. Continuing Education has the ability to recover these initial development costs through course revenue, once the course is offered. Education CE provides course release to buyout faculty courses from the College of Education to support online course development. In addition, extra compensation of \$3,300 per course is provided to faculty as overload compensation when course buyouts are not possible. (FY2005)

Online fees have been approved in Continuing Education at \$50 per credit hour, in addition to

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the program specific course fees. This fee will begin implementation in summer semester 2007. This fee will provide incentives and support for increased online course development and course offerings. Support mechanisms in place to assist with new on-line course development include personnel in CE, the CTL, and ITS, who routinely assist faculty with the redesign of existing courses and the development of new courses for alternative methods of delivery. Many of the colleges provide course release time for the development of new courses; Academic Affairs funds replacement costs for faculty development leaves as well. As a result, in WS07 we are offering 74 courses via the Internet, 15 of which have multiple sections; we are offering 143 distance courses using both ITV and F2F delivery methods; we offer three on-line graduate degree programs; 20 video courses in 10 different programs; we offer 6 summer sessions: three 4-week sessions, two 8-week sessions, and one 12-week session; in WS07 CE piloted Winter Intersession where we offered 12 courses and had 204 students enrolled in 612 credit hours. The plan is to expand the offerings for WS08. (FY2006)

- 2. Online degree programs: 4 (Fall 2005)
Online degree programs: 4 (Fall 2006)

A2-4

- 2. Increase number of certificate programs by 25%.
Measure: Number of graduate certificate programs..
Responsible Unit: Provost/Academic Affairs
Reporting Unit: UM Vice President for Academic Affairs.
Source: <http://www.umsystem.edu/ums/departments/aa/degrees/umslprograms.shtml>
Baseline: 22 (July 2004)
Progress: 23 (July 2005)
24 (July 2006)

A2-5

- 3. Increase academic internships by 20% (to 3000 student credit hours), including the liberal arts.
Measure:
 - 1. Number of student credit hours from internship courses (includes practica, student teaching, etc.) (undergraduate and graduate).
 - 2. Number of students in non-credit internships.
 - 3. Externships (Nursing and Optometry)*Responsible Unit:* Deans

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		<i>Reporting Unit:</i>	Institutional Research
		<i>Source:</i>	UIDS section enrollment data for internship courses identified by each academic unit/department.
		<i>Baseline:</i>	1. 5,211 internship SCH (FY2004) 2. 3. 249 externship enrollments, 1,423 SCH (FY2004)
		<i>Progress:</i>	1. 4,747 internship SCH (FY2005) 2. 127 students (FY2005) 3. 291 externship enrollments, 1,697 SCH (FY2005) 1. 2,117 internship enrollments; 9,173 internship SCH (FY2006) 2. 138 students (FY2006) 3. 346 externship enrollments; 1,560 SCH (FY2006)
A2-6		4. Continue to increase study abroad participation	
		<i>Measure:</i>	Number of students enrolling in study abroad programs during an academic year.
		<i>Responsible Unit:</i>	Center for International Studies
		<i>Reporting Unit:</i>	Center for International Studies
		<i>Source:</i>	Center for International Studies
		<i>Baseline:</i>	111 students (FY2004)
		<i>Progress:</i>	160 students (FY2005) 196 students (FY2006)
CUE2	A2-7	5. Nurture academic partnerships with community colleges, and other educational and cultural institutions.	
		<i>Measure:</i>	1. Articulation agreements with community colleges. 2. Number of students advised on community college campuses. 3. Number of other academic partnership programs. 4. Educational programs for community college leaders. 5. Number of students engaged in the National Student Exchange. 6. Des Lee Collaborative.
		<i>Responsible Unit:</i>	Provost/Academic Affairs
		<i>Reporting Unit:</i>	Provost/Academic Affairs
		<i>Source:</i>	Provost/Academic Affairs/Deans
		<i>Baseline:</i>	1. 2. 3. 4. 5.

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Progress:

6.
 1. Nine general articulation agreements and 23 program agreements with four institutions.
One updated agreement approved 11/7/2005 between SCC and UMSL Criminology and Criminal Justice Dept. (FY2006)
 2. A total of 1,250 students had approximately 2,500 advisement sessions at community colleges.
A total of 1,200 students had approximately 1,600 advising sessions (1/3 more repeat visits) at community colleges.**
**Fewer advising appointments as Transfer Coordinators intensified their community college new student recruitment efforts outside of their offices (21 recruitment visits and 14 college fairs attended in the Metro St. Louis Area 2005-06).
706 new student contacts made through recruitment efforts. (Also understaffed Sept. and Oct. 2005.) (FY2006)
 3. 19 academic partnership programs with 96 partners.
117 academic partnership programs with 76 partners reported from various units. Opening and positioning Office of Transfer Services and Articulation was priority for this fiscal year and impacted other activities in this office. (FY2006)
 4. Community college leader educational programs: All 18 Missouri community colleges participate in the Community College Leadership Program. Seven programs will be presented this year. A three-year \$400,000 Title VI grant has just been completed and an application will be submitted for another three-year grant this fall. There are 25 community college faculty and mid-level administrators enrolled in the leadership program. The summer current issues in community college education intensive workshop attracted 27 students this summer. International community college leaders as provided organizational and leadership training in partnership with Missouri community colleges
201 individuals from 19 community colleges

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participated in 9 programs/activities with \$43,500 in external funding. CONNECT reception held in April 2006. Creation and Sharing of Transfer Student Performance Feedback data sets for seven area community colleges (with IR). (FY2006)

5. NSE: Six students coming to UMSL. Two UMSL students going elsewhere. (FS2005)
Nine students coming to UMSL. Five UMSL students going elsewhere. (FS2006)
6. A total of 107 cultural and educational institutions participate in the Des Lee Collaborative. (FY2005)

The Mary Ann Lee Endowed Professor in Community College Leadership, Dr. Kent Farnsworth, is working to strengthen our partnerships with local community colleges, and on an international scale as well by directing the UM-St. Louis Center for International Community College Education and Leadership (CICCEL) and the Community College Leadership Academy. In addition, our Transfer and Articulation officer recently renewed our agreements with five institutions in the Metropolitan area covering articulation and transfer of general transfer degrees, as well as our many 2+2 and 2+3 programs. In 2006 we signed an agreement with St. Louis Community College to partner with them at their newly constructed Wildwood campus to deliver degree completion programs on site. Course delivery is scheduled to begin in Fall 07. (FY2006)

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|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------|--|----------------------------------------------|--------------------------|---------------------------------|------------------------|---------------------------------|----------------|---------------------------------|------------------|------------------------------|--|---------------------------------------------------------|------------------|-------------------|
| A3 | <ul style="list-style-type: none"> • Develop IT infrastructure to support the academic mission with the following increases: | | | | | | | | | | | | | | | | |
| ICP3 A3-1 | <ol style="list-style-type: none"> 6. Classrooms with computerized instructor stations to 120. <table border="0" style="margin-left: 20px;"> <tr> <td style="padding-right: 10px;"><i>Measure:</i></td> <td>1. Number of classroom with computerized instructor stations.</td> </tr> <tr> <td></td> <td>2. Number of advanced technology classrooms.</td> </tr> <tr> <td><i>Responsible Unit:</i></td> <td>Information Technology Services</td> </tr> <tr> <td><i>Reporting Unit:</i></td> <td>Information Technology Services</td> </tr> <tr> <td><i>Source:</i></td> <td>Information Technology Services</td> </tr> <tr> <td><i>Baseline:</i></td> <td>1. 60 classrooms (Fall 2004)</td> </tr> <tr> <td></td> <td>2. 12 classrooms (included in above figure) (Fall 2004)</td> </tr> <tr> <td><i>Progress:</i></td> <td>1. 74 (Fall 2005)</td> </tr> </table> | <i>Measure:</i> | 1. Number of classroom with computerized instructor stations. | | 2. Number of advanced technology classrooms. | <i>Responsible Unit:</i> | Information Technology Services | <i>Reporting Unit:</i> | Information Technology Services | <i>Source:</i> | Information Technology Services | <i>Baseline:</i> | 1. 60 classrooms (Fall 2004) | | 2. 12 classrooms (included in above figure) (Fall 2004) | <i>Progress:</i> | 1. 74 (Fall 2005) |
| <i>Measure:</i> | 1. Number of classroom with computerized instructor stations. | | | | | | | | | | | | | | | | |
| | 2. Number of advanced technology classrooms. | | | | | | | | | | | | | | | | |
| <i>Responsible Unit:</i> | Information Technology Services | | | | | | | | | | | | | | | | |
| <i>Reporting Unit:</i> | Information Technology Services | | | | | | | | | | | | | | | | |
| <i>Source:</i> | Information Technology Services | | | | | | | | | | | | | | | | |
| <i>Baseline:</i> | 1. 60 classrooms (Fall 2004) | | | | | | | | | | | | | | | | |
| | 2. 12 classrooms (included in above figure) (Fall 2004) | | | | | | | | | | | | | | | | |
| <i>Progress:</i> | 1. 74 (Fall 2005) | | | | | | | | | | | | | | | | |

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- 87 (Spring 2007)
2. 12 (included in above figure) (Fall 2005)
13 (included in above figure) (Spring 2007)
In addition, we created the first “flexible” classroom space in response to faculty requirements for technology-enhanced space for new, collaborative approaches to teaching and learning.
- ICP3 A3-2 7. Wireless access point coverage areas to 80.
Measure: Number of wireless access points.
Responsible Unit: Information Technology Services
Reporting Unit: Information Technology Services
Source: Information Technology Services
Baseline: 5 (Fall 2004)
Progress: 61 (Fall 2005)
131 (Spring 2007)
- ICP3 A3-3 8. High-performance computing cluster nodes to 256.
Measure: Number of high-performance computing cluster nodes.
Responsible Unit: Information Technology Services
Reporting Unit: Information Technology Services
Source: Information Technology Services
Baseline: 64 (Fall 2004)
Progress: 192 (Fall 2005)
192 (Spring 2007)
- B Recruit and retain an outstanding and diverse undergraduate student body.**
- B1 1. Establish enrollment management process with appropriate resources and administrative structure to serve both traditional and non-traditional students, with more aggressive recruiting strategies across the entire university community in cooperation with Student Affairs.
Measure: Establishment of appropriate offices.
Responsible Unit: Associate Vice Provost for Enrollment Management
Reporting Unit: Provost/Academic Affairs
Source: Provost/Academic Affairs
Baseline: Previous structure.
Progress: Office of Enrollment Services and Office of Transfer Services and Articulation created (FS2005)
Enrollment Services is under new leadership and an aggressive recruitment strategy is being developed in concert with the University Assembly Recruitment, Admissions, and Financial Aid and Retention Committee. Strategies specifically targeting matriculation are being implemented.

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			(FY2006)				
QLT1	B2	2.	Increase on-campus enrollment by 9% in the next five years to 17,000 students. This includes an 11% increase in graduate students to 3,075.				
		<i>Measure:</i>	Number and change in undergraduate and graduate students from fall to fall.				
		<i>Responsible Unit:</i>	Associate Vice Provost for Enrollment Management				
		<i>Reporting Unit:</i>	Institutional Research				
		<i>Source:</i>	UIDS				
		<i>Baseline:</i>	On	Under-grad	Grad/Prof	Total	FS2004
			On/Off	12,572	2,779	11,867	15,498
		<i>Progress:</i>	On	9,342	2,801	12,143	FS2005
			On/Off	12,619	2,942	15,561	
			On	9,093	2,946	12,039	FS2006
			On/Off	12,470	3,070	15,540	
	B2-1	•	Increase number of first-time/full-time (FT/FT) freshmen to 552 (16%) in the next five years, without diminishing the commitment to transfer and upper-division students.				
		<i>Measure:</i>	1. Number of first-time full-time degree-seeking freshmen in the fall semester. 2. Number of entering transfer students.				
		<i>Responsible Unit:</i>	Provost/Academic Affairs				
		<i>Reporting Unit:</i>	Registrar				
		<i>Source:</i>	Fall enrollment report.				
		<i>Baseline:</i>		Freshmen	Transfers		FS2004
				397	1,704		
		<i>Progress:</i>		498	1,911		FS2005
				477	1,788		FS2006
	B2-2	•	Increase retention of FT/FT freshmen to 80%.				
		<i>Measure:</i>	1. Percent of first-time full-time degree-seeking freshmen returning for the second fall semester. 2. Percent of entering transfer students returning for the second fall semester. Data presented for all transfers and full-time degree-seeking transfers.				
		<i>Responsible Unit:</i>	Provost/Academic Affairs				
		<i>Reporting Unit:</i>	Institutional Research				
		<i>Source:</i>	UIDS				
		<i>Baseline:</i>		Freshmen	Transfers		FS2003-FS2004
					FT/Deg Seeking		
			68%	60%	69%		
		<i>Progress:</i>	72%	64%	74%		FS2004-FS2005

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		71%	61%	73%	FS2005-FS2006
HPO1	B2-3	<ul style="list-style-type: none"> Increase number of international students to 700 by 2012. 			
		<i>Measure:</i> Number of non-resident international students enrolled in the fall semester <i>Responsible Unit:</i> Center for International Studies <i>Reporting Unit:</i> Registrar/ Center for International Studies <i>Source:</i> Fall enrollment report/SEVIS <i>Baseline:</i> 430 students (Fall 2004) <i>Progress:</i> 426 students (Fall 2005) 497 students (Fall 2006)			
		This report may undercount international students. As soon as data are available from the SEVIS database, they will be used here.			
	B2-4	<ul style="list-style-type: none"> Increase enrollment in Pierre Laclède Honors College to 650 by 2012. 			
		<i>Measure:</i> <ol style="list-style-type: none"> Number of undergraduate students enrolled in the Pierre Laclède Honors College each fall semester. Number of Honors Seminars offered in the fall semester. 			
		<i>Responsible Unit:</i> Pierre Laclède Honors College <i>Reporting Unit:</i> Pierre Laclède Honors College <i>Source:</i> Pierre Laclède Honors College			
			Freshmen	Seminars	
		<i>Baseline:</i>	404	41	FS2004
		<i>Progress:</i>	437	46	FS2005
			467	46	FS2006
	B2-5	<ul style="list-style-type: none"> Encourage an incentive-based system that rewards academic units through revenue sharing 			
		<i>Measure:</i> This is still being explored. <i>Responsible Unit:</i> Provost/Academic Affairs <i>Reporting Unit:</i> Provost/Academic Affairs <i>Source:</i> Provost/Academic Affairs <i>Baseline:</i> <i>Progress:</i> In process. (FY2005)			
		Summer session incentive programs have been developed and used for several years, but implementation of revenue sharing incentives for fall and winter will require additional budget allocations that are not yet available. It is not clear that this is the best way to increase enrollment. In 2006, we have concluded our two year consultation contract with Noel Levitz for student recruitment and retention. Many changes in structure, practice and procedures have been made as a result of that consultation. We have yet to reap the rewards of these changes, but we do have new leadership in Enrollment Management and in his first 6 months, he has been working to develop an action plan to			

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build on these positive changes that have already been implemented with the goal of expanding our efforts in recruitment and retention. Consider eliminating this goal and measure and replace them with more appropriate enrollment targets and different means to achieve them than financial incentives. (FY2006)

HPO1 B2-6

- Increase enrollment of African American students to 16% and enrollment of all ethnic minority students to 26%.

Measure:

1. Percent of on-campus students reporting an ethnic origin who are African-American or other minorities each Fall semester. Non-resident international students are counted as other minority students.
2. Percent of on-campus students who are African-American or other minorities each Fall semester. Non-resident international students are excluded.

Responsible Unit:

Associate Vice Provost for Enrollment Management

Reporting Unit:

Registrar

Source:

Fall enrollment report.

	On-campus students reporting an ethnic origin		All on-campus students excluding non-resident international		
	Afr	All	Afr	All	
	Am	Min	Am	Min	
<i>Baseline:</i>	15.9%	25.0%	15.3%	20.4%	FS2004
<i>Progress:</i>	16.8%	26.3%	16.1%	21.5%	FS2005
	17.6%	27.6%	16.6%	21.7%	FS2006

B3

3. Continue an aggressive marketing campaign to meet enrollment goals.

Measure:

Responsible Unit:

University Advancement

Reporting Unit:

University Advancement

Source:

University Advancement

Baseline:

\$1 million budget

Progress:

We are re-examining the amount the campus should spend on marketing. (FY2005)

We are still re-examining the amount the campus should spend on marketing.

\$200,000 is now annually devoted to scholarships.

The remaining is divided between recruitment marketing and image building efforts.

We are in the process of hiring a marketing specialist to coordinate all marketing initiatives.

We are also looking into more market research to

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- guide our marketing efforts.
(FY2006)
- QLT4 B4 4. Increase six-year graduation rate of FT/FT freshmen to 42%.
Measure: 1. Six-year graduation rate for first-time, full-time, degree-seeking freshmen.
 2. Six-year graduation rate for transfer students.
Responsible Unit: Academic Affairs
Reporting Unit: UM Institutional Research/Institutional Research
Source: IPEDS-GRS (freshmen), UIDS (transfers).
- | | Freshmen | Transfers | Cohort Term | As Of Term |
|------------------|----------|-----------|-------------|------------|
| <i>Baseline:</i> | 38% | 53% | FS1997 | FS2003 |
| <i>Progress:</i> | 45% | 53% | FS1998 | FS2004 |
| | 43% | 57% | FS1999 | FS2005 |
- B5 5. Increase average ACT of entering FT/FT freshmen to 24.
Measure: Average ACT Composite score of fall semester first-time, full-time, degree-seeking freshmen.
Responsible Unit: Associate Vice Provost for Enrollment Management
Reporting Unit: Institutional Research
Source: UIDS.
- | | Mean | Median | Term |
|------------------|------|--------|--------|
| <i>Baseline:</i> | 23.2 | 23 | FS2004 |
| <i>Progress:</i> | 23.4 | 23 | FS2005 |
| | 22.9 | 23 | FS2006 |
- QLT3 B6 6. Establish financial aid incentives to increase need-based assistance to students, especially in academic units, and implement a strategic plan that uses all available scholarship money (both private and university dollars) to increase enrollment and retain a diversified student population.
Measure: Need-based aid funding increases.
Responsible Unit: Associate Vice Provost for Enrollment Management
Reporting Unit: Provost/Academic Affairs
Source:
Baseline: \$42.8 million (FY2004 need-based aid amount)
Progress: \$44.0 million (FY2005 need-based aid amount)
 \$49.1 million (FY2006 need-based aid amount)
 *Note: amount represents federal dollars
 An aggressive comprehensive strategic scholarship plan is being developed and implemented in conjunction with the University Assembly Recruitment, Retention, Admissions, and Financial Aid Committee. (FY2006)
- B7 7. Use NSSE data to improve our indices of student engagement relative to urban benchmark institutions.
Measure: Five Benchmarks from NSSE data
Responsible Unit: Provost/Academic Affairs

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Reporting Unit: Provost/Academic Affairs
Source: NSSE

	UMSL		Urban	
	First Yr	SR	First Yr	SR
<i>Baseline: (NSSE 2004)</i>				
Level of Academic Challenge	49.0	53.0	51.2	55.2
Active and Collaborative Learning	31.0	41.0	38.2	46.2
Student Interactions with Faculty Members	29.0	35.0	34.7	40.8
Enriching Educational Experiences	20.0	29.0	23.0	32.7
Supportive Campus Environment	55.0	49.0	56.9	52.7
<i>Progress: (NSSE 2005)</i>				
Level of Academic Challenge	51.9	52.6	51.4	55.0
Active and Collaborative Learning	36.2	43.2	40.1	48.0
Student Interactions with Faculty Members	34.8	33.5	32.2	38.7
Enriching Educational Experiences	23.2	30.6	26.1	36.5
Supportive Campus Environment	57.1	52.1	54.8	52.5

(NSSE will be administered in 2007.)

- DMR2 B8 8. Increase students living on campus to 2,000 by 2012, and add appropriate housing and physical infrastructure.
- Measure:* Number of students living in university-owned and on-campus privatized housing in the fall semester.
- Responsible Unit:* Administrative Services
- Reporting Unit:* Residential Life and University Meadows
- Source:* Residential Life and University Meadows
- | | Beds | Occupied | |
|------------------|--------------|--------------|-----------------|
| <i>Baseline:</i> | 1,097 | 837 | (FS2004) |
| <i>Progress:</i> | 983 | 949 | (FS2005) |
| | 1,886 | 1,607 | (FS2006) |
- B9 9. Develop food services facility on South Campus.
- Measure:* Presence of food service facility on the South Campus.
- Responsible Unit:* Administrative Services
- Reporting Unit:* Administrative Services
- Source:* Administrative Services
- Baseline:* Facility not in place. (FY2004).
- Progress:* Facility in operation (weekend) (FY2005)
- Facility in operation (weekend). Currently, there are 375 students on the weekend meal plan on the South Campus. We are continuing to develop our on-campus student population in order to support this venue on a daily basis. (FY2006)**
- B10 10. Enhance student organizations and fraternities/sororities to improve campus life and recruitment.
- Measure:* Number of student organizations and number of activities.
- Responsible Unit:* Vice Provost for Student Affairs

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Reporting Unit: Student Life
Source: Student Life
Baseline: Eighty (80) active organizations. (FS2004)
 Activities baseline under development.
Progress: Ninety-six (96) (FS2005)
 Three sorority houses opened in FY2005.

Over 100 student organizations are now recognized and eligible to receive funding. Participation in campus activities has increased the last 2 years. For example, this past October, over 800 attended the University Homecoming dinner and dance which was an all-time high. (FY2006)

UM Action
 Goal Plan Id
 C

Build the quality of research, scholarship, artistic/creative activity and graduate programs.

CF
 RAQ2 CF1
 ?
 DMR3

Faculty Research and Scholarship:

1. Reach \$50 million a year in external funding by 2010 through key faculty hires, additional staff support, and further development of a culture conducive to research.

Measure: Annual Dollar Value of Grants, Contracts, and other Sponsored Activities.
Responsible Unit: Office of Research Administration
Reporting Unit: Office of Research Administration
Source: Office of Research Administration
Baseline: \$23 million. (FY2004)
Progress: Our funding for FY2005 reached \$25 million. We expect funding for FY2006 to exceed \$30 million. We have made significant efforts toward hiring key faculty and center directors who have demonstrated a keen understanding of the importance of research. All new hires attend research workshops where the importance of research is reiterated. In addition, the ORA has begun to offer expanded services in grant writing, technology transfer support, budgeting, and other aspects of grant application to improve productivity. The ORA has moved to improve information flow to faculty and encourage an entrepreneurial culture on campus through a redesigned newsletter that highlights successes and opportunities in sponsored research and technology transfer. In addition, our senior grant writer has been meeting with faculty

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individually in order to assist them in their efforts for additional external funding for research.

FY2005 Awards (in millions):

<u>Purpose</u>	<u>Amount</u>
Instruction	\$4.4
Other Sponsored Activities	\$6.8
Research:	\$6.5
Student Financial Aid	\$7.8
Total	\$25.5

<u>Source</u>	<u>Amount</u>
Federal	\$16.0
State	\$4.1
Association	\$2.9
Other	\$2.5
Total	\$25.5

Progress:

Our funding for FY2006 surpassed \$29 million. We expect funding for FY2007 to reach \$35 million. We have made significant efforts toward hiring key faculty and center directors who have demonstrated a keen understanding of the importance of research. All new hires attend research workshops where the importance of research is reiterated. In addition, the ORA has begun to offer expanded services in grant writing, technology transfer support, budgeting, and other aspects of grant application to improve productivity. The ORA has moved to improve information flow to faculty and encourage an entrepreneurial culture on campus through a redesigned newsletter that highlights successes and opportunities in sponsored research and technology transfer. In addition, our senior grant writer has been meeting with faculty individually in order to assist them in their efforts for additional external funding for research.

FY2006 Awards (in millions):

<u>Purpose</u>	<u>Amount</u>
Instruction	\$3.8
Other Sponsored Activities	\$10.7
Research:	\$6.5
Student Financial Aid	\$8.0
Total	\$29.0

<u>Source</u>	<u>Amount</u>
---------------	---------------

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Federal	\$19.1
State	\$4.1
Association	\$2.0
Other	\$3.8
Total	\$29.0

- CF2 2. Develop appropriate research infrastructure, facilities and space.
- Measure:* New Buildings; Renovations.
- Responsible Unit:* Office of Research Administration
- Reporting Unit:* Office of Research Administration
- Source:* Office of Research Administration
- Baseline:* FY2004.
- Progress:* We are in the process of establishing an IT incubator on campus. (FY2005)
- We are still in the process of establishing an IT incubator on campus. In addition, we have restructured the Center for Nanoscience (formerly CME) and have geared up for significant amount of research activity at the center. This restructuring involves minimal renovation but improvements in technology and interior design to make the space conducive for collaborative work. (FY2006)
- CF3 3. Add two or more licensing contracts with a targeted annual income of \$500,000.
- Measure:* Number of licensing contracts and annual income generated from those contacts.
- Responsible Unit:* Office of Research Administration
- Reporting Unit:* Office of Research Administration
- Source:* Office of Research Administration
- Baseline:* \$0 (FY2004)
- Progress:* The first invention we licensed to industry has generated \$2 million in sales within the first twelve months of its introduction. (The University receives royalty income of 4% on gross sales.) We are in the process of executing a second license agreement on another invention. In addition, we have had eight disclosures of inventions and three patent filings in the past 12 months. We have also taken equity positions in two faculty-owned companies. (FY2005)
- We currently have three licenses. Our licensed items sold \$2.5 million in FY2006 and produced \$100K in royalties for the university. We have taken equity position in two faculty owned companies so far. (FY2006)
- RAQ4 CF4 4. Pursue private fund-raising efforts to finance ten endowed professorships, HPO5? including life sciences.

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			<p><i>Measure:</i> Dollars raised and number of life sciences endowed professorships.</p> <p><i>Responsible Unit:</i> Vice Chancellor for University Advancement</p> <p><i>Reporting Unit:</i> Vice Chancellor for University Advancement</p> <p><i>Source:</i></p> <p><i>Baseline:</i> None. (FY2004)</p> <p><i>Progress:</i> Proposals were drafted for four professorships. Discussions were conducted with prospective donors. State match deadline has been extended. Prospecting continues. Proposals have been submitted for endowed professorships, but not limited to the life sciences. (FY2005/FY2006)</p>
RAQ5	CF5	5.	<p>Increase multi-PI/CoPI grant applications submitted across academic departments on campus.</p> <p><i>Measure:</i> Number of grant applications with multiple principal investigators spanning two or more academic departments.</p> <p><i>Responsible Unit:</i> Office of Research Administration</p> <p><i>Reporting Unit:</i> Office of Research Administration</p> <p><i>Source:</i> Office of Research Administration</p> <p><i>Baseline:</i> One (1). (FY2004)</p> <p><i>Progress:</i> In FY2005, we had ten interdisciplinary proposals submitted. (High percentage increase over baseline but given the small magnitude, the problem largely remains.) While most grant agencies emphasize interdisciplinary work, we are far behind in such collaborative work. Here are several steps we are taking to address this issue. We are in the process of reorganizing certain research centers to become more project-oriented and capable of collaborative work. In addition, we have launched a state-wide effort in nanotechnology, which has resulted in a few joint proposals. (This is a long-term goal and will take more time to show progress.) Participation in the Research Alliance of Missouri should contribute to accomplishing this goal. The ORA is formulating a plan to increase cross-discipline networking through faculty outreach around tech transfer/sponsored research educational programs. It is in very early stages, but it might show additional progress. (FY2005)</p> <p>With the restructuring of CNS (formerly CME), we have recruited two senior scientists for the expressed purpose of collaborative,</p>

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			interdisciplinary work across several department on campus. In addition, this center and the CND work toward increasing collaborative research among university and industry scientists. We had 50 joint proposals in FY2006 (19 awarded, 11 declined and 23 pending) including a three campus, 15 member, \$6 million NIH proposal. This is a significant improvement over FY2005 with 10 collaborative projects. Our goals are much higher in this area. (FY2006)
CF6	6.	Increase quantity of peer-reviewed, top-tier publications, editorships, performances/ exhibitions, conference presentations, etc.	
		<i>Measure:</i>	The total number by FAS category
		<i>Responsible Unit:</i>	Academic Affairs/Deans
		<i>Reporting Unit:</i>	Provost/Academic Affairs
		<i>Source:</i>	Provost/Academic Affairs and academic units.
		<i>Baseline:</i>	
		<i>Progress:</i>	1,409 (FY2006)
CF7	7.	Realign centers to the core campus mission, and encourage synergies in applying for external funding.	
		<i>Measure:</i>	It is not clear which centers, if any, are misaligned. All centers undergo program review on a regular basis, which addresses their contributions to the core campus mission and their research activities.
		<i>Responsible Unit:</i>	Provost/Academic Affairs
		<i>Reporting Unit:</i>	Provost/Academic Affairs
		<i>Source:</i>	Provost/Academic Affairs
		<i>Baseline:</i>	
		<i>Progress:</i>	All centers have been reviewed and realignments have been accomplished. Consider eliminating this goal and measure. (FY2006)
CUE5	CF8	8.	Increase collaborative interactions with university and corporate research groups across the region in shared technology, pursuit of joint research, and problem-solving projects.
		<i>Measure:</i>	The number of faculty, staff, and students engaged in collaborative interactions, joint research and problem solving projects with corporate, public and non-profit entities throughout the region. Over time, we will attempt to measure the impact of these interactions.
		<i>Responsible Unit:</i>	Deans, chairs, Vice Provost for Research
		<i>Reporting Unit:</i>	Provost/Academic Affairs/ Vice Provost for Research
		<i>Source:</i>	Provost/Academic Affairs/ Vice Provost for Research
		<i>Baseline:</i>	Provost/Academic Affairs, academic units and Vice Provost for Research.

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Progress: Five units reported 106 interactions involving 38 individuals. (FY2005) [Preliminary]
Six units reported 2389 interactions with 88 external organizations involving 129 individuals. (FY2006)

CG **Graduate/Undergraduate Education and Research:**

- | | | | | | | | | | | | | | | | | | | |
|------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------|--------------|--|------------------|----|----|--------|------------------|----|----|--------|--|-----------|-----------|---------------|
| RAQ3 | CG1 | <p>1. Selectively add doctoral programs.
 <i>Measure:</i> Number of doctoral programs.
 <i>Responsible Unit:</i> Provost/Academic Affairs
 <i>Reporting Unit:</i> UM Vice President for Academic Affairs
 <i>Source:</i> http://www.umsystem.edu/ums/departments/aa/degrees/umslprograms.shtm
 <i>Baseline:</i> 14 (FY2004)
 <i>Progress:</i> 14 (FY2005)
 14 (FY2006)</p> | | | | | | | | | | | | | | | | |
| RAQ3 | CG2 | <p>2. Increase number of doctoral degrees granted by seven annually.
 <i>Measure:</i> Number of doctoral degrees conferred.
 <i>Responsible Unit:</i> Provost/Academic Affairs/Deans
 <i>Reporting Unit:</i> UM Institutional Research
 <i>Source:</i> IPEDS-C
 <i>Baseline:</i> 40 (FY2004)
 <i>Progress:</i> 51 (FY2005)
 58 (FY2006)</p> | | | | | | | | | | | | | | | | |
| | CG3 | <p>3. Add master's and certificate degree programs in response to regional needs.
 <i>Measure:</i> Number of master's degree and graduate certificate programs.
 <i>Responsible Unit:</i> Graduate School Dean
 <i>Reporting Unit:</i> UM Vice President for Academic Affairs
 <i>Source:</i> http://www.umsystem.edu/ums/departments/aa/degrees/umslprograms.shtml</p> <table border="0" style="margin-left: 40px;"> <tr> <td></td> <td style="text-align: center;">Masters</td> <td style="text-align: center;">Certificates</td> <td></td> </tr> <tr> <td><i>Baseline:</i></td> <td style="text-align: center;">33</td> <td style="text-align: center;">22</td> <td style="text-align: center;">FS2004</td> </tr> <tr> <td><i>Progress:</i></td> <td style="text-align: center;">31</td> <td style="text-align: center;">23</td> <td style="text-align: center;">FS2005</td> </tr> <tr> <td></td> <td style="text-align: center;">31</td> <td style="text-align: center;">24</td> <td style="text-align: center;">FS2006</td> </tr> </table> | | Masters | Certificates | | <i>Baseline:</i> | 33 | 22 | FS2004 | <i>Progress:</i> | 31 | 23 | FS2005 | | 31 | 24 | FS2006 |
| | Masters | Certificates | | | | | | | | | | | | | | | | |
| <i>Baseline:</i> | 33 | 22 | FS2004 | | | | | | | | | | | | | | | |
| <i>Progress:</i> | 31 | 23 | FS2005 | | | | | | | | | | | | | | | |
| | 31 | 24 | FS2006 | | | | | | | | | | | | | | | |
| | CG4 | <p>4. Increase graduate enrollment annually by 150 to reach 3,200.
 <i>Measure:</i> Number of on-campus graduate students enrolled in a Fall semester.
 <i>Responsible Unit:</i> Provost/Academic Affairs/Deans
 <i>Reporting Unit:</i> Registrar
 <i>Source:</i> Fall enrollment report.
 <i>Baseline:</i> 2,614 (Fall 2004)
 <i>Progress:</i> 2,637 (Fall 2005)
 2,773 (Fall 2006)</p> | | | | | | | | | | | | | | | | |
| HPO3 | CG5 | <p>5. Increase funding for TAs/RAs.
 <i>Measure:</i> 1. Dollars spent on TA/RA salaries and benefits in a fiscal year</p> | | | | | | | | | | | | | | | | |

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			2. The number of tuition scholarships awarded to GAs and Fellows.
		<i>Responsible Unit:</i>	Provost/Academic Affairs
		<i>Reporting Unit:</i>	Provost/Academic Affairs
		<i>Source:</i>	Provost/Academic Affairs
			TA/RA
			Salaries and Benefits
			Tuition Scholarships
		<i>Baseline:</i>	\$3.3M 356 FY2004
		<i>Progress:</i>	\$3.7M 363 FY2005
			\$3.9M 397 FY2006
CG6	6.	Increase number of undergraduate students involved in the creative discovery process through participation in faculty research, scholarship, and artistic activity.	
		<i>Measure:</i>	1. Number of students enrolled in research/creative activity classes.
			2. Undergraduate Research Symposium submissions.
			3. Senior students reporting involvement in research/creative activity in NSSE
		<i>Responsible Unit:</i>	Academic Affairs
		<i>Reporting Unit:</i>	Provost/Academic Affairs
		<i>Source:</i>	Provost/Academic Affairs and academic units.
			Enrolled URS NSSE Seniors
		<i>Baseline:</i>	1,434 69 10% FY2004
		<i>Progress:</i>	1,519 87 11% FY2005
			1,586 68 NSSE will be administered in 2007 FY2006
UM Goal	Action Plan Id	Enhance civic engagement for economic and social benefit of the region.	
	D		
	D1	1. Partner with the metropolitan community in fulfillment of the service and outreach mission.	
CUE2	D1-1	<ul style="list-style-type: none"> Create and publicize database of student-faculty-community partnerships. 	
		<i>Measure:</i>	Development of database
		<i>Responsible Unit:</i>	Center for Teaching and Learning
		<i>Reporting Unit:</i>	Center for Teaching and Learning
		<i>Source:</i>	Center for Teaching and Learning
		<i>Baseline:</i>	Database does not exist. (FY2004)
		<i>Progress:</i>	Planning for database is underway. (FS2005)
			Planning and development of database are underway. (WS 2007)
CUE2	D1-2	<ul style="list-style-type: none"> Work with the surrounding communities to encourage community-based 	

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learning as a means of improving student education, civic engagement, and the region's quality of life.

- Measure:* The level of involvement in community based learning.
1. Enrollment in non-credit bearing courses through Continuing Education.
 2. FAS reported faculty service on boards, commissions and other community activities.
 3. Number of patients or clients served by clinical care.
 4. Other involvement measures are being developed (from database).

Responsible Unit: Academic Units and Centers

Reporting Unit: Provost/Academic Affairs

Source:

	Non-credit Stu/Pgms	FAS Service	Patients Clients	Other	
<i>Baseline:</i>		N/A	17,180 patients served		FY2004
<i>Progress:</i>	41,594 students 1,195 courses	87 service activities	18,639 patients served	See Below	FY2005
	41,540 students 1,420 courses	258 service activities	16,760 patients served		FY2006

Other: 25 students and 9 faculty from Optometry served 5,783 community members. A total of 35 faculty served on the boards of 80 community organizations. (FY2005)

Other: 26 students and 10 faculty from Optometry served 5,417 community members. A total of 35 faculty served on the boards of 80 community organizations. In addition, 23 faculty and staff were involved with 50 organizations. (FY2006)

CUE2 D1-3

- Partner with schools to improve K-12 education in the St. Louis region.

Measure: Number of partnerships with K-12 schools.

Responsible Unit: Deans: Education, Fine Arts and Communication, Arts and Sciences; Vice Provost for Student Affairs

Reporting Unit: Provost/Academic Affairs

Source: Deans, Vice Provost for Student Affairs

Baseline:

Progress: Six (6) units served 195 schools in 54 districts with 39 different partnerships/projects. (FY2005)

Renewal and expansion of GEAR-UP grant.

Four (4) units served 279 schools in 57 districts

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- with 32 different partnerships/projects. (FY2006)**
- D2 2. Promote opportunities to contribute more to public policy development across the state.
- CUE2 D2-1
- Expand the role in workforce analysis and development (through the Public Policy Research Center and the Labor Education Market Analysis project).
Measure:
[PPRC]
Workforce Information System (WIS). Under an existing contract with local workforce training entities, the MIDAS section of the PPRC conducts two (2) bi-annual (May and October) surveys of approximately 2,500 businesses in the St. Louis region. These surveys are the basis for estimating the total number of job vacancies and the education and experience requirements of each of those vacancies. In addition, one (1) industry specific job vacancy study is conducted annually, e.g. Life & Plant sciences, Advanced Manufacturing, Health Services, along with one (1) region-wide survey that is a follow-up to the May job vacancy survey. This survey provides additional in-depth information about occupations that are in particular demand or are essential to the operation of a particular company. The information generated by the WIS is accessible via a website at <http://pprc.umsl.edu/wis>.
Responsible Unit: Public Policy Research Center, RCEW, ACT Center
Reporting Unit: Public Policy Research Center, RCEW, ACT Center
Source: Public Policy Research Center, RCEW, ACT Center.
Baseline:
[PPRC]
Two (2) region-wide job vacancy surveys, one (1) industry-sector job vacancy study and one (1) region-wide follow-up survey intended to identify critical and/or essential occupations and any skill “gaps”.
Progress:
• [PPRC]
The WIS is in its sixth year of operation and has begun to reveal the patterns of job vacancies in the St. Louis region through a time series analysis. In addition to the WIS information and analysis, MIDAS facilitated a Skills Gap Planning Process in FY 05 that was underwritten by local workforce training entities that included an in-depth survey of skill gaps in essential occupations in three key St. Louis sectors: Life & Plant Sciences, Health Services and Health Care. The information from this survey was used to identify key occupations with “skill gaps” for targeted training interventions. Also under development is a St. Louis Regional Economic Index. Currently, this experimental index includes workforce measures in two of the indexes that comprise the composite index. This composite index is intended to provide the region with a barometer of economic trends and performance. (FY2005)
 - [RCEW]
St. Louis Regional WorkKeys Service Center (St. Louis City and County,

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St. Charles County, along with Madison and St. Clair Counties in Illinois)
– assessments and job profiling (task and skill analysis)

St. Louis Regional ACT Center (same communities) – High Stakes testing for American Dietary Association, American Social Work Board, Nuclear Medicine Board, Automotive Service Excellence Certification, Boston University National Testing. (FY2005)

- [LEMA]

LEMA has estimated industry employment models covering 21 regional industries, with projections through the year 2008. As an added feature, we have created occupational employment projections at both the aggregated 2-digit and dis-aggregated 6-digit SOC levels. The occupational models offer the potential to measure the regional demand for skill sets and competencies. This has a direct impact on education. In addition, LEMA has estimated the impacts of the NorthPark Industrial Park development and the Federated-May Department Stores merger on regional employment, income, and tax base. This work has been presented and delivered to the Workforce Investment Boards of the City of St. Louis and St. Louis County. The Missouri Department of Economic Development and its Division of Workforce Development have received the models for their review. We have attached a copy of LEMA's 2005 Industry-Occupation Baseline Book and a sample of our detailed 2- and 6-digit occupational employment estimates for your perusal (occupational estimates in the Transportation and Warehousing industry). Note: please refer to the second sheet in the Excel file for the detailed 6-digit estimates.

Currently, LEMA is tapping its base of participating employers for extensive interviews concerning the performance of the regional workforce development system. Because of the new administration in Jefferson City, we are witnessing an increased emphasis on what is popularly termed a "demand driven workforce development system." This new strategy emphasizes increased and more effective service to businesses and their employment needs. Consequently, the need to vastly improve collaboration and communication with regional businesses arises, to better ascertain needs, skill shortages, occupational requirements, and a host of concerns that are particular to each industry. LEMA will spend most of this fiscal year on the road interviewing regional employers and collecting data and information, which will be presented to the St. Louis County WIB and incorporated into their demand driven strategies for the near future. (FY2005)

- [PPRC]

The WIS is currently being expanded to cover the entire State of Missouri including the Kansas City MSA in 2007. This research is to be conducted under a two year contract with the State Department of Economic Development that will include job vacancy surveys for nine (9)

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Workforce Investment Areas. The results of these surveys will be disseminated through a Job Vacancy Survey website developed in partnership with the State Office of Missouri Economic Research and Information Center. The JVS information will be used by employment, training and education institutions across the State of Missouri to design and implement programs to meet current employer skill and training demand. (FY2006)

- [RCEW]

St. Louis Regional WorkKeys Service Center (St. Louis City and County, St. Charles County, along with Madison and St. Clair Counties in Illinois) – skill assessments and job profiling (task and skill analysis). Recently the center has worked with companies like Boeing, ConAgra, Anheuser Busch Metal Container, Clayton Corporation, and Continental Cement. Additionally, the center has been a partner and driving force in developing and piloting the statewide Career Readiness Credential. This credential will become a part of economic development packages when Missouri is asked to define the workforce in different regions of the state. Existing companies can also use the certificate to better match their needs and applicants skills. The credential will also assist individuals who are looking for career development information.

The RCEW is a member of both the St. Louis City and St. Louis County Workforce Investment Boards Youth Councils. These entities establish policy for addressing the needs of young people and their families in preparation and support for the future workforce. Additionally, the RCEW is a core partner with the Vision for Children at Risk and its St. Louis Children's Agenda. The RCEW is the lead agency for the Economic Opportunities aspect of the agenda.

Recently, the RCEW became administrative and evaluation agent for PRIDE St. Louis and its MoDOT I-64 training grant. This grant will train and place minorities into local labor unions and the construction trade.

St. Louis Regional ACT Center (same communities) – High Stakes testing for American Dietary Association, American Social Work Board, Nuclear Medicine Board, Automotive Service Excellence Certification, Boston University National Testing. (FY2006)

- [LEMA]

LEMA has estimated industry employment models covering 21 regional industries, with projections through the year 2008. As an added feature, we have created occupational employment projections at both the aggregated 2-digit and dis-aggregated 6-digit SOC levels. The occupational models offer the potential to measure the regional demand for skill sets and competencies. This has a direct impact on education. In addition, LEMA has estimated the impacts of the NorthPark Industrial

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Park development and the Federated-May Department Stores merger on regional employment, income, and tax base. This work has been presented and delivered to the Workforce Investment Boards of the City of St. Louis and St. Louis County. The Missouri Department of Economic Development and its Division of Workforce Development have received the models for their review. We have attached a copy of LEMA's 2005 Industry-Occupation Baseline Book and a sample of our detailed 2- and 6-digit occupational employment estimates for your perusal (occupational estimates in the Transportation and Warehousing industry). Note: please refer to the second sheet in the Excel file for the detailed 6-digit estimates.

In the recent past, LEMA was tapping its base of participating employers for extensive interviews concerning the performance of the regional workforce development system. Because of the new administration in Jefferson City, we are witnessing an increased emphasis on what is popularly termed a "demand driven workforce development system." This new strategy emphasizes increased and more effective service to businesses and their employment needs. Consequently, the need to vastly improve collaboration and communication with regional businesses arises, to better ascertain needs, skill shortages, occupational requirements, and a host of concerns that are particular to each industry. LEMA will spend most of this fiscal year on the road interviewing regional employers and collecting data and information, which will be presented to the St. Louis County WIB and incorporated into their demand driven strategies for the near future.

Between July 1, 2006 and December 31, 2006, LEMA concentrated its labor market research on the regional gaming and hotel industries. A workforce report was delivered to St. Louis County Workforce Development on December 27, 2006. LEMA's Director, Gregory P. Aubuchon, delivered a presentation and synopsis of the study at a meeting on February 16, 2007 with County Workforce Development staff and its Director, Gene Gorden. (FY2006)

CUE2 D2-2

- Participation in public policy development, training, issue briefs, and related activities.

Measure: Participation in public policy development, training, issue briefs, and related activities as reported in FAS.

Responsible Unit: Deans, department chairs, faculty

Reporting Unit: Deans, department chairs

Source: FAS

Baseline:

Progress: 82 reports of participation (FY2006)

DMR2 D3

3. Complete University Boulevard entrance to campus, and work with MoDOT on property acquisition and enhanced uses of MetroLink.

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			<p><i>Measure:</i></p> <p><i>Responsible Unit:</i> Assistant to the Provost for Public Affairs and Economic Development/Administrative Services</p> <p><i>Reporting Unit:</i> Assistant to the Provost for Public Affairs and Economic Development/Administrative Services</p> <p><i>Source:</i> Assistant to the Provost for Public Affairs and Economic Development/Administrative Services</p> <p><i>Baseline:</i></p> <p><i>Progress:</i> Development of the new county arterial road to serve the Business, Technology and Research Park will provide new access to the campus from Hanley and continue the improvements at the north end of the campus. (FY2005)</p> <p>Working with Metro to convey Metro-owned property in the former Hollywood Park neighborhood to the University. Need to acquire Normandy-owned lot at 4118 Lowen Drive, vacate streets and utility easements, and obtain project funding. (FY2006)</p>
	D4	4.	Continue planning and development of a business, technology & research park next to campus.
CUE5	D4-1	•	Apply for additional federal and state grants for road/landscape improvements.
		<i>Measure:</i>	State and Federal funds awarded for specified purposes.
		<i>Responsible Unit:</i>	Director of the UMSL Business, Technology & Research Park
		<i>Reporting Unit:</i>	Director of the UMSL Business, Technology & Research Park
		<i>Source:</i>	Director of the UMSL Business, Technology & Research Park
		<i>Baseline:</i>	
		<i>Progress:</i>	Arterial road will be paid for by St. Louis County and the developer. (FY2005)
		•	Conceptual Development Plan for the Mount Providence Site should be completed by late Spring 2007.
		•	Grant requests will be submitted when appropriate.
			(FY2006)
CUE5	D4-2	•	Continue park design and construction infrastructure, determine funding sources, and coordinate with St. Louis County and the Enterprise Zone.
		<i>Measure:</i>	
		<i>Responsible Unit:</i>	Director of the UMSL Business, Technology & Research Park
		<i>Reporting Unit:</i>	Director of the UMSL Business, Technology &

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Source: Research Park
Director of the UMSL Business, Technology & Research Park

Baseline:

Progress: Groundbreaking scheduled for November 2005. Arterial road being designed. Successfully competed and won bid for Express Scripts Headquarters. Physical implementation scheduled to be complete in 2007. (FY2005)

- Development of ESI Phase I site is scheduled for completion & occupancy by April 2007.
- University Place Drive from University Boulevard to ESI building is scheduled for completion by April 2007.
- ESI Phase II development is pending.
- Completion of University Place Drive to North Hanley is pending.

(FY2006)

- CUE4 D5
5. Establish an IT incubator by FY2007. This task has been on track. However, the 4633 building on World Parkway off Natural Bridge Road has just been purchased for this purpose. The building is 1.5 miles away from the campus (we no longer plan to have it housed at the old hospital building.)
- Measure:* External funds received for specified purposes.
- Responsible Unit:* Vice Provost for Research
- Reporting Unit:* Office of Research Administration
- Source:* Office of Research Administration
- Baseline:*
- Progress:* We have received \$1 million from the SBA and \$530,000 from Ameren Development Corporation toward the IT incubator project. A feasibility study was completed recently. The goal is to have the building completed by late 2006. (FY2005)
- We have identified a property off Natural Bridge (4633 and 4642 Work Parkway Circle, 63134) with 56,000 sf for this purpose. We are in the process of getting permissions from granting agencies to acquire the building. If we are successful in acquiring the property, we should be able to start the operations in FY2008. (FY2006)
- D6
6. Develop community amenities to attract students and businesses to the area in partnership with nearby municipalities.
- Measure:*
- Responsible Unit:* Assistant to the Provost for Public Affairs and Economic Development/Administrative Services
- Reporting Unit:* Assistant to the Provost for Public Affairs and

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Source: Economic Development/Administrative Services
Assistant to the Provost for Public Affairs and
Economic Development/Administrative Services

Baseline:

Progress: Successfully encouraged Great Rivers Greenway to build a trail from our campus to Forest Park as one of their first projects. Served on technical advisory committee for the trail. Coordinated with St. Louis County, builders of the Trailnet Trail, to connect their trail to Alton with Great Rivers Greenway and the newly established UMSL Wayne Goode Greenway. (FY2005)

The Great Rivers Greenway organization is in the process of funding and building the first leg of the St. Vincent's Trail across both the north and south campus. This trail will eventually connect Ramona Lake in Berkley to Forest Park as well as intersect with several hundred miles of a metropolitan trail system. (FY2006)

CUE5 D6-1

- Work with Normandy, Ferguson, and Cool Valley to redevelop business districts, win tax-increment financing (TIF), and convert St. Vincent's into a student community center.

Measure:

Responsible Unit: Assistant to the Provost for Public Affairs and
Economic Development/Administrative Services

Reporting Unit: Assistant to the Provost for Public Affairs and
Economic Development/Administrative Services

Source: Assistant to the Provost for Public Affairs and
Economic Development/Administrative Services

Baseline:

- Progress:*
- The new University Place Drive is almost complete using a TTD (that is a specific TIF district).
 - We have completed Phase 1 of a streetscape project along Natural Bridge and have applied for funding for the next phase from the East-West Gateway Coordinating Council.
 - We are also exploring the possibility of Natural Bridges' eligibility for the "Great Streets Program." If eligible and approved, it would improve Natural Bridge from I-170 to Lucas and Hunt involving several cities including Bel Ridge, BelNor, Bellerive Acres, Normandy, Pasadena Hills and Northwoods. The purpose of the federally funded program is to spur economic development along the new

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- street.
- The city of Cool Valley is assessing its municipal plan to determine what actions to take to maximize the positive impact the move in of Express Scripts this spring will have.
 - Conversations with St. Vincent's continue but the organization has not yet decided to sell or move although they are open to offers or suggestions.
(FY2006)
- CUE5 D6-2
- Work with Bel-Ridge and Bel-Nor to develop a Campus Town Center to house faculty, staff, and students.
Measure:
Responsible Unit: Assistant to the Provost for Public Affairs and Economic Development/Administrative Services
Reporting Unit: Assistant to the Provost for Public Affairs and Economic Development/Administrative Services
Source: Assistant to the Provost for Public Affairs and Economic Development/Administrative Services
Baseline:
Progress: The 2006 Master Plan Update established a framework for collaborative efforts with surrounding communities to promote economic growth and development. This includes housing along North Hanley and a Town Center that is mostly commercial and retail at the intersection of Natural Bridge Road and North Hanley. (FY2006)
- D7
7. Establish the Performing Arts Center as a financially-stable resource for both the external community and the educational programs on campus.
Measure:
Responsible Unit: Provost – will be CoFAC starting in 2008
Reporting Unit: Provost – will be CoFAC starting in 2008
Source: Provost – will be CoFAC starting in 2008
Baseline: Performance contracts in place July 1 suggest a projected \$850,000 operating deficit for FY2005. Building is used by students 75 percent of the time. FY2005 operating deficit was \$336,000.
Progress: Created five-year plan to eliminate both operating and cumulative deficits by the end of FY2010. (FY2005)
FY2006 operating deficit was \$75,000. The five-year plan to eliminate both operating and cumulative deficits by the end of FY2010 is in place, and adequate progress is being made. Building is used by students 73 percent of the time. (FY2006)
- CUE5 D8
8. Increase private-sector workforce (in life sciences, technology, etc.) by 4,000

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through regional partnerships with the Center for Emerging Technologies and CORTEX.

Measure: Reported increase in life sciences workforce growth by third parties such as the RCGA.

Responsible Unit: Vice Provost for Research

Reporting Unit: Office of Research Administration

Source: Office of Research Administration

Baseline: FY2004 level is 0. We should be able to quantify this goal through third party assessments.

Progress: Ten (10) buildings have been acquired for CORTEX, the “Center of Research, Technology & Entrepreneurial Expertise.” The first redevelopment project is underway with the goal of December 2005 completion date. The space is more than 50% leased. One of the tenants will be Stereotaxis, a company that went public in summer 2004. Stereotaxis is currently housed at the Center for Emerging Technologies incubator. (FY2005)

Twelve properties have been acquired for CORTEX, the “Center of Research, Technology & Entrepreneurial Expertise.” The first redevelopment project was completed in December 2005. The second building should be completed by December 2007. The first building is 75% full and the second building is pre-leased at 100%. (FY2006)

UM Action
Goal Plan Id
E

Increase financial base and improve stewardship of resources.

- CUE3? E1 1. Engage civic support to achieve equity in state funding relative to other public campuses, appropriate to the importance of the St. Louis region to the state’s economy and well-being.
- Measure:*
- Responsible Unit:* Chancellor
- Reporting Unit:* Chancellor
- Source:* Chancellor
- Baseline:* Achieved a \$2.7 million funding gap adjustment for FY2005 from State of Missouri and the UM System with the support of various supporters and elected officials.
- Progress:* President Elson Floyd, after consulting with UMSL supporters, sent a letter to state Sen. Chuck Gross on April 28, 2005, outlining his commitment to raise UMSL funding by at least \$10.8 million over

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			the customary increases for the UM campuses. Chancellor has met with legislators and business leaders to seek support for Dr. Floyd funding gap adjustment plan.
			Achieved a \$2.5 million funding gap adjustment in total during FY2006 and FY2007.
DMR1 ?	E2	2.	Ensure the appropriate level of tuition and fees to ensure access while providing top-quality educational programs. <i>Measure:</i> Tuition and fees. <i>Responsible Unit:</i> Chancellor <i>Reporting Unit:</i> Chancellor <i>Source:</i> Chancellor <i>Baseline:</i> Tuition has increased approximately 30 percent over past two years to \$209 per credit hour. Campus provided \$11.6 million in institutional financial aid in FY2004. <i>Progress:</i> FY2006 tuition: 3.5% increase (undergraduate MO resident) FY2007 tuition: 5% increase (undergraduate MO resident) FY2005 institutional-based financial aid: \$9.9 million (actual) FY2006 institutional-based financial aid: \$12.5 million (actual)
DMR3	E3	3.	Work aggressively to increase the number and amount of federal earmarks to UMSL. <i>Measure:</i> Number and amount of federal earmarks for UMSL. <i>Responsible Unit:</i> Vice Provost for Research <i>Reporting Unit:</i> Office of Research Administration <i>Source:</i> Office of Research Administration <i>Baseline:</i> None. (FY2004) <i>Progress:</i> We received no earmarks in the FY2005 appropriation. We are working on six FY2006 projects. The goal is to receive at least one earmark in FY2006. (FY2005) We received no earmarks in the FY2006 or FY2007 even though we were slated to receive three in the latter year (Congress cancelled all earmarks for FY2007). We have submitted six projects for FY2008. The goal is to receive at least one earmark in FY2008. (FY2006)
DMR4	E4	4.	Through partnerships between the Alumni Association and academic departments and other areas such as athletics, increase level of alumni giving to 15% by the end of the university-wide campaign in June 2012, and increase growth in new members of the Alumni Association by 3% annually. Additional staff and coordinated database function required.

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Measure: Percent of alumni contributing and percentage growth in alumni membership from previous year.
Responsible Unit: Vice Chancellor for University Advancement
Reporting Unit: Vice Chancellor for University Advancement
Source: Alumni/Development Systems.

	% of Total Funds Contributed by Alumni	% of Alumni Who Gave	Alumni Members	
<i>Baseline:</i>	4.0%	5.5%	3,213	FY2004
<i>Progress:</i>	9.2%	4.7%	3,541	FY2005
	8.0 %	5.4%	3,892	FY2006

- DMR4 E5 5. Increase annual level of private gifts to \$25 million by the end of the university-wide campaign in June 2012. Enhance Advancement Office funding base and permanent staff as needed, and upgrade salaries as necessary to recruit and retain.

Measure: Dollar amount of private gifts.
Responsible Unit: Vice Chancellor for University Advancement
Reporting Unit: Vice Chancellor for University Advancement
Source: UM Financial Report.
Baseline: \$8.5 million (FY2004)
Progress: \$7.0 million (FY2005)
 \$14.7 million (FY2006)

- DMR4 E6 E6-1 6. Initiate and complete a comprehensive campaign.
- Develop case statement and financial goal, and carry out silent phase, 2004-06.

Measure:
Responsible Unit: Vice Chancellor for University Advancement
Reporting Unit: Vice Chancellor for University Advancement
Source: Vice Chancellor for University Advancement
Baseline: Statements of colleges' needs
 Preliminary goal of \$75 million
 Silent phase to begin mid-FY05

Progress:

- Draft case statements prepared FY05.
- Preliminary goal raised to \$100 million.
- Silent Phase (counting period) began July 1, 2005.
- Recruitment of campaign leadership began Fall 2005.
- Assessment of current development program completed:
 - No established Annual Fund.
 - Overly fond of fund raising galas.
 - Emphasis on "project-based" fund raising.
 - Alumni are not engaged sufficiently.
 - Alumni involvement centered around the Association.
 - Reliance on corporate/foundation gifts (44 percent) limits potential.
 - Not enough focus on personal visits and relationship-building

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- with individuals.
- While some of the advisory groups are quite good, overall quality control is erratic.
- No reunion programs.
- Capital infrastructure insufficient.
- Annual Fund strategies developed and implemented Fall 2005 to include new Pierre Laclede Annual Fund donor recognition club, new direct mail approach and call center.
- Office budget refined.
- Orientation shifted from emphasis on “project-based” fund raising to “prospect-based” fund raising, and from special events (galas, etc.) to individual major gift activity.
- Faculty partnerships shifted from passive to pro-active collaboration.
- Staff development and training begun.
- Personal visit, and fund raising goals implemented Summer 2005.
- Capital Prospect Pool continues refinement with additional rating and screening projects (electronic rating vehicles) and feasibility interviews.
- Case statements continue refinement.
- Volunteer leadership recruitment continues through advisory councils and early campaign committees.
- Campaign kickoff tentatively set for Fall 2008 or Spring 2009.
- Efforts begun to refine and enhance donor cultivation activities and prospect management activities.
- Strategies developed and implemented to manage Chancellor George’s time and energies related to fundraising.
 - Cultivation dinners
 - Individual visits
 - Regular communication
- Strategies developed and implemented to improve alumni participation in annual giving.
- Plans outlined to begin regular series of Prospect Review Sessions.
- Plans developed to improve training and development of advisory groups. (FY2005)
- Continuing work on FY2005 points of progress. In addition, Call Center established on-campus Winter of 2006. (FY2006)

DMR4 E6-2

- Reassess campaign timetable and goal, and schedule campaign kick-off in 2007.
 - Measure:*
 - Responsible Unit:* Vice Chancellor for University Advancement
 - Reporting Unit:* Vice Chancellor for University Advancement
 - Source:* Vice Chancellor for University Advancement
 - Baseline:* Agreed preliminary campaign timetable in FY04
Preliminary goal of \$75 million
Preliminary campaign schedule of five-year campaign, 2005-2009

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			Public phase campaign kick-off approximately at mid-point
		<i>Progress:</i>	Completed preliminary feasibility study. Feasibility study recommended five- to seven-year campaign. Campaign goal tentatively set at \$100 million. Public phase campaign kick-off approximately at mid-point or slightly later (when minimum of 50 percent of goal is raised). (FY2005) Public phase campaign kick-off approximately at mid-point or slightly later (when minimum of 50 to 60 percent of goal is raised). (FY2006)
DMR4	E6-3	<ul style="list-style-type: none"> Achieve campaign goal by 2009. 	
		<i>Measure:</i>	
		<i>Responsible Unit:</i>	Vice Chancellor for University Advancement
		<i>Reporting Unit:</i>	Vice Chancellor for University Advancement
		<i>Source:</i>	Vice Chancellor for University Advancement
		<i>Baseline:</i>	Preliminary campaign of five years Silent phase to begin mid-FY05
		<i>Progress:</i>	Campaign period tentatively set at seven years Silent Phase began July 1, 2005. (FY2005/FY2006)
DMR4	E6-4	<ul style="list-style-type: none"> Respond to campaign needs with term staff appointments. 	
		<i>Measure:</i>	
		<i>Responsible Unit:</i>	Vice Chancellor for University Advancement
		<i>Reporting Unit:</i>	Vice Chancellor for University Advancement
		<i>Source:</i>	Vice Chancellor for University Advancement
		<i>Baseline:</i>	Development staff level as of 07/01/04
		<i>Progress:</i>	Vice Chancellor appointed in Spring 2005. Office reorganization commenced Spring 2005. Additional staff recruited Spring, Summer and Fall 2005. (FY2005/FY2006)
	E7	7. Identify cost reductions, efficiency measures, and revenue-generating activities.	
ICP2	E7-1	<ul style="list-style-type: none"> Implement mechanism and incentives to encourage employees to submit ideas for cost reductions and efficiency improvements. 	
		<i>Measure:</i>	
		<i>Responsible Unit:</i>	Human Resources
		<i>Reporting Unit:</i>	Human Resources
		<i>Source:</i>	Human Resources
		<i>Baseline:</i>	Program does not exist.
		<i>Progress:</i>	Develop programs to receive employee suggestions. Establish Semester Cycles to evaluate suggestions WS2006. Implement 1st round of approved suggestions

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- SS2006 suggestions.
 Implement 2nd round of approved suggestions
 SS2007 suggestions.
 Implement 3rd round of approved suggestions
 SS2008 suggestions.
 Administrative support was not received in order to launch proposed suggestion program. Therefore, program has not been implemented. (FY2006)
- E8 8. Increase the percentage of indirect cost recovery from grants for facilities and administration (called F&A) to 15%.
- Measure:* The Ratio of Indirect Cost Recovery Over Research Expenditures.
- Responsible Unit:* Vice Provost for Research
- Reporting Unit:* Office of Research Administration
- Source:* Office of Research Administration
- Baseline:* 12%
- Progress:* In FY2005, we generated about 12% in indirect cost recovery. Our major funding growth is in areas with lower percentage of allowable indirect costs, therefore, we don't expect for the ratio to improve much in the next 12-24 months. (FY2005)
 In FY2006, we generated about 9% in indirect cost recovery. Our major funding growth is in areas with lower allowable indirect costs (e.g., 8% Dept. Education), therefore, we don't expect for the ratio to improve much in the next 12-24 months. (FY2006)
- E9 9. Ensure administrative costs are comparable to UM System and comparator institutions.
- E9-1 • Utilize Institutional Research together with UM System and Integrated Post-Secondary Education System data to measure and assess expenditures.
- Measure:* Percentage of current funds classified as administrative costs and rank (from lowest to highest) versus other groups. Administrative costs are defined as institutional support expenditures as a percentage of the total expenditures for instruction, research, public service, academic support, student services, institutional support, and operation and maintenance of plant. Expenditure categories are defined using Program Classification Structure (PCS) codes which categorize expenses based on the purpose of the expenditure. PCS codes excluded are depreciation, scholarships & fellowships, auxiliary enterprises, hospitals, independent operations, and other operating expense deductions.

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Responsible Unit: Provost/Vice Chancellors/all administrators
Reporting Unit: Institutional Research.
Source: IPEDS-F
Baseline: UMSL – 8.9% (FY2004)
UM campuses – 3rd (range 7.3% to 9.3%)
Current peers – 5th (range 6.4% to 17.5%)
Minter peers – 14th (range 4.6% to 42.9%)
Progress: UMSL – 9.1% (FY2005)
UM campuses – 3rd (range 7.5% to 11.4%)
Current peers – 4th (range 6.3% to 17.6%)
Minter peers – 10th (range 4.8% to 27.7%)

An anticipated outcome of reaching certain goals listed above is moving to Tier 3 in the annual *U.S. News & World Report* rankings.

Measure: US News Best Colleges campus rank.
Responsible Unit:
Reporting Unit:
Source: US News & World Report
Baseline: 209 (FY2004) Rank of last Tier 3 institution: 181.
Progress: 201 (FY2005) Rank of last Tier 3 institution: 188.
International Business Program ranked 8th among top 20 undergraduate international business programs for fourth consecutive year (FY2006)

To assist in this effort, various features of metropolitan universities currently in Tier 3 and higher will be studied.

While retaining the goal of moving to a Tier 3 institution in the US News rankings, we are also looking at individual program rankings, where we have done reasonably well. Some examples include the following:

UMSL was ranked 11th among the nation's "small" research universities by Academic Analytic's Faculty Scholarly Productivity Index.

UMSL's Criminology program was ranked 2nd nationally by the *Journal of Criminal Justice* for scholarly research and 4th nationally by the *U.S. News & World Report*.

UMSL's International Business program was ranked 8th nationally by the *U.S. News & World Report* - 4th year in the top 20.

UMSL's Communication program was ranked 5th nationally by the *Journal of Communication* for faculty productivity.

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UMSL's Psychology doctoral program in clinical psychology graduates rank 13th nationally on national licensing exam.

UMSL graduates of the bachelor's nursing program rank 1st statewide with first-time pass rate of 98% on licensing exam.

UMSL's Education program ranks 1st statewide in the number of certificates issued annually to teaching professionals.

In addition, a second staff member has been added to the Office of Institutional Research for this purpose and for other efforts listed above.