

# University of Missouri System

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## University Communications Spectrum

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### Mission enhancement plan approved

At its Sept. 26 meeting at UM-Columbia, the UM Board of Curators agreed on a plan for seeking additional funds from the General Assembly for mission enhancement -- a state program created to provide support for unique contributions to higher education. After Steve Lehmkuhle, acting vice president for academic affairs, presented an outline of goals and objectives for mission enhancement for the next four years, the Board also approved the University's first-year request.

In introducing the presentation, UM President Manuel T. Pacheco told the Board, "We realize that our Mission Enhancement request is large. So is the University of Missouri and so are its obligations to the state."

In a brief informal ceremony, UM Board of Curators President Malaika Horne presented Dr. Manuel T. Pacheco with the president's medallion, symbolically recognizing his appointment as University of Missouri System President, effective Aug. 1.

Included in the first-year requests for system-wide funding are \$4 million for the endowed chairs program, \$1.5 million for libraries and technology, \$250,000 for the Faculty Internship program and \$1.9 million for cooperative programs.

The UM System is charged with a difficult mission, Lehmkuhle said. "We are the only public research institution that offers doctoral programs, that is our mission." At the same time the University is responsible for educating half of all the undergraduates in the state. These dual goals can be tricky to balance, especially when state funds are limited, he said.



Lehmkuhle reminded the Board that the four UM campuses and University Outreach and Extension have developed three central themes of mission enhancement for the UM System. They are (1) to improve student satisfaction and success, (2) to increase the quality of educational research and outreach programs and (3) to better utilize non-state resources and thus increase the rate of return for state funding. He said the five-year strategic plan that ended June 30 put the University in good financial order by completing physical improvements, raising salaries and bolstering the library system.

Lehmkuhle also outlined mission enhancement plans for each of the campuses and Outreach and Extension.

Although there is much detail in the request, Pacheco said, "I urge you and all Missourians to remember that every element in the request is designed to do one or more of three things: (1) Improve undergraduate education; (2) Improve our performance as a research university; (3) Expand cooperation

and collaboration with others."

Goals for the UM-Columbia campus include connecting graduate programs, research and undergraduate education. When this change is made, MU will rely less on graduate teaching assistants and more on professors for classroom instruction. Graduate students also will be able to spend more time on their own studies, and on improving their ability to become more effective teachers.

MU also will enhance selected interdisciplinary collaboration in life sciences research involving the School of Agriculture, molecular biology, the medical school and the college of veterinary medicine. Another interdisciplinary effort focuses on economic, educational and social issues, and is expected to create opportunities for interaction with state agencies, especially through the policy research centers. A third goal for improvement at MU is to ensure access to the educational and research resources of the campus.

At UM-Kansas City, the mission enhancement plan will emphasize graduate student support and interdisciplinary programs, research in the biological and health sciences, programs to meet the urban needs of the Kansas City region and an effort to strengthen the visual and performing arts.

UM-Rolla's mission enhancement plan includes programs to enhance undergraduate education, to improve communication skills and to provide opportunities for undergraduate participation in research. UMR also will focus on academic and research programs selected to meet the engineering needs of the state, including activities designed to enable the campus to respond quickly to industrial needs, as well as a statewide program in engineering management.

The three themes of the UM-St. Louis mission enhancement proposal are enhancing connections between graduate and undergraduate education and research, targeting enhancement for selected academic programs and linking with other institutions in the St. Louis region to meet the educational needs of the area. The plan includes support for graduate students, research experiences for high quality students, programs in the biological and health sciences, biotechnology, and information and computer science. Several programs that uniquely address the urban needs of St. Louis are targeted for enhancement, including education, public policy, criminal justice and social work.

Outreach and Extension will target its requests for programs specifically identified by and designed to meet the needs of Missouri citizens. Programs such as youth and family development, community vitality, economic and agricultural competitiveness, and environment and natural resources are included. Funds also are requested to develop Telecommunications Community Resource Centers (TCRCs) in the northwest and south central regions of the state.

In the first year, UM-Columbia is requesting \$6 million to initiate its plan. The campus requests \$2 million to establish connections among graduate programs, undergraduate experiences and research, and \$4 million to promote programs in the life sciences.

UM-Kansas City is requesting \$2.5 million for the first year. The campus will invest \$815,000 in graduate education and infrastructure, \$696,000 in the library collections to support graduate education, and \$989,000 to enhance selected academic program, such as the biological sciences, dentistry, nursing and the Conservatory of Music.

UM-Rolla is requesting \$1.5 million for the first year to target two initiatives -- \$750,000 in manufacturing engineering and \$750,000 in infrastructure engineering and science.

UM-St. Louis is requesting \$2 million for the first year of mission enhancement. The campus will focus on connecting with the community colleges in the region, enhancing its Honors College, increasing graduate student support, and elevating the quality of several cooperative programs with the other campuses in nursing, education and social work. UMSL also wishes to invest in a community partnership in trauma recovery.

University Outreach and Extension requests \$1 million for the first year -- \$800,000 to support

specific outreach initiatives identified by the citizen groups and \$200,000 to support a new TCRC in northwest Missouri.

"The campuses and Outreach and Extension worked diligently to develop quantitative measures so there is no confusion about the intended outcomes, or on how one measures the success of the programs," Lehmkuhle told the Board.

Examples of outcome goals for the first year are: (1) The percentage of undergraduate lecture classes conducted by full-time faculty will increase by 20 percent during four years; (2) Undergraduate graduation rates will increase by 10 percent during the next four years, and retention rates will rise proportionally to achieve this objective; (3) Extramural research in the Life Sciences will increase by at least \$3 for every \$1 invested in the research program; (4) Philanthropic support for programs targeted in mission enhancement will double during the next four years.

[Previous](#) | [October 1997 Index](#) | [Next](#)

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