



Strategic Planning Meeting

February 21, 2008

Steering Committee Meeting

February 21, 2008

In Attendance

- | | | | | | |
|---|------------------------|---|----------------|---|---------------|
| x | Thomas George | x | Glen Cope | x | James Krueger |
| x | Nasser Arshadi | x | Tom Eschen | x | Tim Farmer |
| | Bryan Goers | x | Curtis Coonrod | x | Karen Pierre |
| x | Judith Walker de Felix | x | Pat Dolan | | |

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Review Vision, Mission and Values team

Vision Statement:

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

Mission Statement:

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

Values:

Excellence

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

Integrity

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

Partnerships

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

Opportunity

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





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quality of life and who represent the diversity of the community and the world we serve.

Diversity

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

Stewardship

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

Strategic Priorities and Strategic Themes

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

Strategic themes

- By enhancing our position as the **premier educator of the workforce of St. Louis**, we will extend our reputation for quality education within and beyond the region.
- We will **meet the growing demand for graduate education** by positioning ourselves to serve this demographic.
- We will create synergy among our **innovative research, quality learning environment, diverse students and faculty, and creative collaborations** to develop our students' ability to thrive in a diverse and rapidly changing world.





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

Strategic themes

- We will leverage our **core strength of attracting the non-traditional and transfer student population**, finding ways to enhance our attractiveness to them and working with the feeder schools to improve their preparation.
- We will seek to grow the FT/FT student enrollment to **further enhance our reputation in the community as a 'university of choice'** and contribute to the vitality of the campus culture.
- We will continue to grow in the diversity of our student population and the **richness of the diverse campus culture** will be developed into a significant differentiator. Diversity as a differentiator:
 - Preparing students for a diverse and rapidly changing world.
 - Being a pipeline for businesses and organizations who seek a more diverse workforce
 - Preparing students as leaders in a diverse workforce
- We will find ways to enhance campus life and increase on campus residents. A major focus will be to further improve the **'convenience'** and the **'quality of experience'** as perceived by our students.

Convenience

- Ease of the admission process
- Class availability
- Convenient scheduling
- Adequate parking with handicap access
- Quality facilities
- Accessible technology

Quality of Experience

- Collaborative learning opportunities
- A high level of student faculty interaction
- A supportive campus environment that entices students to spend more time on campus
- The right academic challenge that conveys to students that they are getting an education not just a degree
- Enriched educational experiences such as international educational opportunities, research, internships and practicum.





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

Strategic themes

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

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

Strategic themes

- We will be ***unsurpassed as the regional leader in creative collaboration*** with area businesses and community organizations.
- We will continue to have ***significant influence on economic development in the region and beyond*** through collaborations, consulting and continuing education.
- We will continue to ***engage our loyal alumni*** who are committed to strengthening our region as leaders in their fields.

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

Strategic Theme

- We will ***communicate the compelling message of our strengths and our position in the region*** through our leadership councils, alumni, faculty, staff, students and other friends of the university in a way that dramatically increases fundraising, grants and other forms of contributed support.
- We will be ***wise stewards of our scarce resources*** by leveraging collaborative research and creativity, both internally and externally, and holding ourselves accountable.





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Approach for Developing the Action Plan

Example of the spreadsheet format to be used when developing the detailed outcomes and goals associated with the Action Plan

Strategic Priority and Supporting Initiatives	Measure	Responsible Unit	Reporting Unit	Data Source	Baseline Data				Goal 2008	Actual 2008	Vision 2012	Comment
					2004	2005	2006	2007				
Enhance the quality and delivery of undergraduate and graduate programs	1 Increase and shape the faculty composition											
	<ul style="list-style-type: none"> Increase regular (tenure-track) faculty from 285 to 330. 											
	<ul style="list-style-type: none"> Retain faculty through competitive compensation structure. 											
	<ul style="list-style-type: none"> Develop strategies to significantly increase the percentage of undergraduate and graduate courses taught by regular faculty. 											
	<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. 											
	2 Strengthen academic programs											
	<ul style="list-style-type: none"> Protecting the integrity of the academic core. 											
	<ul style="list-style-type: none"> Further develop appropriate staff and academic support structure. 											
	<ul style="list-style-type: none"> Provide incentives for the development of alternative course delivery (online, ITV, video, accelerated, off-term, and weekend classes), and increase online degree programs from three to six. 											
	<ul style="list-style-type: none"> Increase number of certificate programs by 25%. 											
	<ul style="list-style-type: none"> Increase academic internships by 20% (to 3000 student credit hours), including the liberal arts. 											
	<ul style="list-style-type: none"> Increase study abroad participation by fifty percent (See addendum for amended goal). 											
	3 Nurture academic partnerships with community colleges, and other educational and cultural institutions.											
	4 Develop IT infrastructure to support the academic mission with the following increases:											
	<ul style="list-style-type: none"> Classrooms with computerized instructor stations from 60 to 120. 											
	<ul style="list-style-type: none"> Wireless access point coverage areas from 5 to 80. 											
	<ul style="list-style-type: none"> High-performance computing cluster nodes from 64 to 256. 											



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Increasing the involvement in and communication of the plan

- **Communicate mission, vision and values first**
- **Then communicate the priorities and strategic themes**
- **Consider making the presentation more 'robust'**
- **Members of the Steering Committee to personally communicate the strategy**
- **Send to constituents groups for comments**
- **Present to the May 7 Chancellors Council**

