



# Strategic Planning Committee Meeting

February 11, 2008

## Strategy Planning Committee Meeting

February 11, 2008

### In Attendance

#### Planning Committee:

- |   |   |  |
|---|---|--|
| <input checked="" type="checkbox"/> Glen Cope             | <input checked="" type="checkbox"/> Julie Sebastian                   | <input checked="" type="checkbox"/> Tom Eysell for<br>Keith Womer    |
| Mark Burkholder(on leave)                                 | Theresa Thiel   | John Hylton  |
| <input checked="" type="checkbox"/> Bob Bliss             | <input checked="" type="checkbox"/> Amy Arnott                        | <input checked="" type="checkbox"/> Larry Davis                      |
| <input checked="" type="checkbox"/> Charles Schmitz       | Kevin Truman  |  |
| <input checked="" type="checkbox"/> Judith Walker deFelix | <input checked="" type="checkbox"/> Peggy Cohen                       | <input checked="" type="checkbox"/> Joel Glassman                    |
| <input checked="" type="checkbox"/> Curt Coonrod          | <input checked="" type="checkbox"/> Drew Griffen for<br>Greg McCalley | Kamran Ahmed   |
| Nasser Arshadi  | <input checked="" type="checkbox"/> Jean Bachman                      | Miranda Dorn   |
| <input checked="" type="checkbox"/> Wesley Harris         | <input checked="" type="checkbox"/> E. Terrence Jones                 | Barbara Kachur   |
| Matthew Keefer  | James Krueger   | <input checked="" type="checkbox"/> Joe Martinich                    |
| <input checked="" type="checkbox"/> Karen Pierre          | James Richards  | Timothy Wingert  |
| <input checked="" type="checkbox"/> Larry Westermeyer     | Deborah Burris  | <input checked="" type="checkbox"/> Sylvia Poe for<br>Peter Heithaus |
| <input checked="" type="checkbox"/> Pat Dolan             | <input checked="" type="checkbox"/> Orinthia Montague                 | Lois Pierce  |
| Bob Samples   | <input checked="" type="checkbox"/> Jim Tom                           | Lori Morgan  |
| James Krueger   | <input checked="" type="checkbox"/> Tom Walker                        | <input checked="" type="checkbox"/> Tim Farmer                       |

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## Executive Summary

1. Very good discussion on the Mission, Vision and Values. Key insights include:
  - a. The values are very much learning oriented and not enough mention of research and creativity, and partnerships and collaborations
  - b. The values are very student focused and should refer to the broader representation of the entire campusJulie Sebastian and the team will make further modifications to the mission, vision and values based on the input.
2. We discussed how to make the values “come alive” so that the campus culture is transformational and impacts the behavior of all of those who are a part of it.
3. There was some excellent discussion on the strategic themes with the most lively portion centered on the discussion of whether we should have a regional focus or if “regional” is too limiting. The metropolitan area and surrounding region offer unique advantages over all of the campuses in the UM system. In addition, being the only public research institution in the region offers a unique advantage over the other learning institutions in the region. How do we take advantage of this unique positioning without being “just a regional” institution. The key insight is that this is not an ‘either /or’ proposition, but rather and a ‘both/and’. Leveraging our unique position in the region through excellence in learning, research and partnerships opens the doors to expanding our influence beyond the region. Here is an attempt to capture this concept in a strategic theme:

By focusing on being the major influence in the region, we will extend our reach well beyond the region.

- We will have a reputation for learning, and research and creative excellence in the region that will attract students from within and beyond the region.
  - Excellence in research and creativity, and our innovative collaborations with local companies and organizations, will create opportunities that extend our impact and reputation well beyond the region.
4. The remaining strategic themes were discussed and changes made based on the input from the planning team.
  5. We closed with feedback and perspective on the planning process from each planning team member.





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## Actions

1. The Mission-Vision-Values committee will review the wording of values to capture thoughts from the meeting
2. As part of the planning process we will develop the 30 second version of the "elevator speech" so that we communicate a common message of who we are and the future that we are creating.
3. We assigned a small group to each strategic priority to get together to do a stop, start and continue analysis on their strategic priority and key actions associated with that priority. Our goal is to have a first pass at the action plan based on the input prior to the March 4<sup>th</sup> planning meeting.





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## Update Vision, Mission and Values team

The University of Missouri-St. Louis mission and vision are aligned with that of the University of Missouri system which is stated below.

### University of Missouri Mission Statement

"The mission of the University of Missouri, as a land-grant university and Missouri's only public research and doctoral-level institution, is to discover, disseminate, apply, and preserve knowledge. It thereby stimulates learning by its students, and lifelong learning by Missouri citizens, and advances the health and well-being and the intellectual, cultural, social, and economic interests of the people of Missouri, the nation, and the world." (Retrieved 11/29/07 from <http://www.umsystem.edu/ums/departments/hr/handbook/shb4.html>.)

### The University Missouri-St. Louis Vision Statement

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

### The University of Missouri-St. Louis Mission Statement

***The University of Missouri St Louis provides excellent learning experiences and leadership opportunities for a diverse student body through its outstanding faculty, innovative research and regional, national and international partnerships that benefit society.***



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## ***University of Missouri-St. Louis Values***

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- **Excellence**  
We believe excellence 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. Excellence in research and creative achievement results from original thinking that advances fields of study and is reflected in external recognition of teaching, research and creative achievement, and service.
- **Partnership**  
We value partnerships and collaboration among students, community agencies, and employers by engaging in research that improves the quality of life. Collaboration develops graduates that live and work effectively by participating in meaningful ways in a diverse and global society.
- **Opportunity**  
We value access to excellent education, engagement in cutting-edge research, and dedication to university, community, and professional service as means to develop the future of our region, state, nation, and world. A focus on opportunity helps develop responsible citizens who contribute to quality of life and who represent the diversity of the community and world we serve.
- **Diversity**  
We value diversity among faculty, staff, and students and recognize the tremendous asset it adds to campus culture. Different perspectives from cultural, intellectual, socioeconomic, geographic, and other dimensions add substantially to understanding, richness of debate, and intellectual inquiry.
- **Stewardship**  
We exercise considerable care in deploying the fiscal, physical, and human resources entrusted to us and seek always to demonstrate the institution's beneficial impact regionally, nationally, and internationally. We cultivate the trust, loyalty, and good will of supporters whose assets allow us to continue to fulfill our educational mission.
- **Integrity**  
We expect the highest ethical standards in all aspects of the educational experience and foster in students their strongest commitments to respect, dignity, honesty, and freedom in their academic, professional, and civic lives.



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## Group Feedback:

### **Mission Statement:**

- Take out “through it” and start a new sentence with “Our outstanding...”
- Add comma after innovative research to separate from partnerships.
- Add students to second sentence.
- What distinguishes the mission statement from other universities? For example, diversity is a value that sets us apart.
- We need to think about interaction between teaching, research, and partnerships and if it is synergistic; Considering add “Synergistic interaction between research and teaching”; teaching, research and partnerships complement one another.
- Mission and vision may be dated. Truman is set up to be something it has never been before and it is very successful. I am bothered by not seeing words like innovative, bold, create future, etc. – we should make it more aspirational..
- Maybe we should consider that we are not one of a kind but one of a group of metropolitan universities.

### **Values:**

- Values focused on being teaching university rather than having research and partnerships as their own valuable functions. We need to make sure values add more emphasis on research and partnerships.
- Values talk primarily about students rather than entire campus community – need to change wording to include staff and faculty. We need to add faculty to the Integrity statement.
- Does ordering matter? Top 2 would be Excellence first and then Integrity
- Possibly change “Partnerships” to Collaboration, Collegiality or Community.
- Partnerships/Collaboration – We value collaboration in the university through the government’s process; provides distinctiveness for the university.
- Possibly change word “employers”.
- We engage employers not only through research but partnerships and it is part of the educational piece with internships.
- Simply put, it comes down to ability to work together.
- Stewardship – wording is not consistent with the rest of the values; change “We exercise...” to “We value...” or “We expect...”
- We might want to have some repetition of words between the vision, mission and value statements.





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### How to Make the Vision, Mission and Values “Come Alive”

- We need to do things differently than what we have done in the past.
- We **need the 30 second elevator speech** along these themes to make sure we are sending a consistent message.
- We are competing for students and faculty worldwide. We are operating in a flat world. **Are we preparing students for a flat world?**
- While we value diversity how do we turn the diversity that we have into something that creates value for our students, faculty and staff?
- Need to **create a future vision of what a “premier metropolitan public research university” looks like.**
- Our inferiority complex needs to change. **We need to be more willing to showcase he many good things that we do.**
- We need to **effectively measure and reward values.** The biggest reward system for faculty is the promotion and tenure system. This drives a narrow focus on research, often to the exclusion of supporting the other elements of our mission. The current measurement and reward systems are not in alignment. We need to take into account different values among departments and areas since tactics and means will vary from discipline to discipline.
- We currently select people who are self-driven to do research. How do we express priority for research in an environment where we celebrate having students? **Need to have balance between honoring research and also the role of being an educator.**
- There is a trend of researchers starting companies with students and forming partnerships. It does not have to be a lone wolf practice.
- We need to start talking about resources, how we make decisions and units as opposed to individuals.
- We have a misalignment/disconnect and need clarity in where we want to go. **We need to invest in faculty who is moving in the same direction as where the university wants to go and recruit new faculty who share this vision.** The Selection process becomes critical. We need to look at impact that this makes on selecting candidates.





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## Revised Strategic Themes

(see section E for the detailed discussion notes leading to these revisions. The blue lettering represents new or revised)

### **Theme #1:**

By focusing on being the major influence in the region, we will extend our reach well beyond the region.

- We will have a reputation for learning, and research and creative excellence in the region that will attract students from within and beyond the region.
- Excellence in research and creativity, and our innovative collaborations with local companies and organizations, will create opportunities that extend our impact and reputation well beyond the region.

### **Theme #2:**

A significant role is to be an educator for students in the region and beyond. We will continue to be recognized as the premier educator of the work force of St. Louis and in so doing build a reputation that goes beyond the region.

### **Theme #3:**

The greatest potential for future enrollment growth is in the graduate programs and we will develop programming that meets the needs of this growing demographic.

### **Theme #4:**

We will create synergy between our innovative research, quality learning environment, diverse students and faculty, and creative collaborations with local businesses and organizations to develop students who will thrive in a “flat world”.

### **Theme #5**

Non-traditional and transfer students are our core market and our focus in this plan will be to enhance our desirability to these students and to work with feeder schools to improve student preparation.

### **Theme #6**

We will continue to place emphasis on growing the FT/FT student enrollment with a focus on making UMSL their “university of choice”.

### **Theme #7**

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 changing, ‘flat’ world.
- Pipeline for businesses and organizations who want a more diverse workforce
- Preparing student as leaders in today’s diverse workforce

### **Theme #8:**





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We will seek ways to enhance campus life and increase on campus residents to 2500 (2000 in the current plan), however, our 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**

## **Strategic Theme #9:**

Our campus, units within the campus and our faculty will be nationally and internationally known for excellent **and productive** research **and creative activity that transforms society**.

## **Strategic Theme #10:**

We will develop a reputation for excellence and we will **recognize, reward** and celebrate **the campus wide impact of individual and unit success**.

## **Strategic Theme #11:**

We will be unsurpassed as the regional leader in creative collaboration with area businesses and community organizations.

## **Strategic Theme #12:**

We will continue to **influence** economic development in the region **and beyond** through direct collaborations, partnerships, consulting, continuing education and the impact of our graduates as leaders in **their fields**.

## **Strategic Theme #13:**

We will create a compelling story around our value proposition and our position in the region and utilize Leadership Councils, alumni, faculty, staff, students and other friends of the university to communicate the story in a way that dramatically increases external fundraising and grants.

## **Strategic Theme #14:**

We will be wise stewards of our resources by leveraging innovative research and creativity, collaborating successfully both internally and externally, and holding ourselves accountable to our targeted outcomes.





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## Discussion of Strategic Priorities and Strategic Themes

### Strategic Priorities

#### Strategic Theme added Feb 11

##### *Theme #1:*

By focusing on being the major influence in the region, we will extend our reach well beyond the region.

- We will have a reputation for learning, and research and creative excellence in the region that will attract students from within and beyond the region.
- Excellence in research and creativity, and our innovative collaborations with local companies and organizations, will create opportunities that extend our impact and reputation well beyond the region.

#### **I. Enhance the quality and delivery of undergraduate and graduate / professional education**

#### Strategic themes

##### *Theme #2:*

A significant role is to be an educator for students in the St. Louis region. Our efforts will be aimed at being recognized as the premier educator of the work force of St. Louis and in so doing build a reputation that goes beyond the region

#### **Revised Feb 11**

##### *Theme #2:*

A significant role is to be an educator for students in the region and beyond. We will continue to be recognized as the premier educator of the work force of St. Louis and in so doing build a reputation that goes beyond the region.

##### *Theme #3:*

The greatest potential for future enrollment growth is in the graduate programs and we will develop programming that meets the needs of this growing demographic.

#### **Added on Feb 11 based on planning team input**

##### *Theme #4:*

We will create synergy between our innovative research, quality learning environment, diverse students and faculty, and creative collaborations with local businesses and organizations to develop students who will thrive in a "flat world".





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## **Group Feedback:**

- True that most students come from STL region, however this makes us sound like the regional university Columbia thinks we are. We happen to be located in St. Louis. The focus on us as an educator for students in St. Louis is a big problem for us. There is not a problem with us doing this, but we do not want to be known for this.
- We want to look beyond St. Louis region. We need to market to students from small town Missouri who would feel more comfortable in St. Louis than other urban environments.
- We need to make sure it does not deliver message that we are only focused on St. Louis. It will be too much of a status quo statement.
- Statement of "Our efforts..." sounds more like a measure than a theme. We need to talk about the means to an end as themes putting value behind teaching and not relying on tenure to reward teachers.
- Incorporate words like "Metropolitan", "public research university", "diversity", "global society" and "future" throughout the document
- Change verb tense to "we will..."
- Add statement about preparing students for a flat world environment through diversity, partnerships and collaboration.
- Possibly add "and beyond" to first sentence.
- We need to place emphasis on research and how it creates a higher quality education and prepares students for the workforce. Research of faculty creates better learning opportunities for UMSL students.

## **II. Recruit and retain an outstanding and diverse student body**

### **Strategic themes**

#### ***Theme #5***

Non-traditional and transfer students are our core market and our focus in this plan will be to enhance our desirability to these students and to work with feeder schools to improve student preparation.

#### ***Theme #6***

We will continue to place emphasis on growing the FT/FT student enrollment with a focus on making UMSL their "university of choice".

#### ***Theme #7***

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 changing, 'flat' world.
- Pipeline for businesses and organizations who want a more diverse workforce
- [Preparing student as leaders in today's diverse workforce](#)



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## Group Feedback:

- Capture “and beyond” in statement.
- We need to consider other data such as how many students are parents, employees, etc. where our program fits with what they need – captured in bullet regarding further improve the ‘convenience’.
- We are a low cost provider of high quality education.
- Add third bullet preparing students for leadership with diverse work groups.
- Use word “organizations” instead of “businesses”.
- Reason for our inferiority complex – We need to get past St. Louis and get through that we expand beyond the region to Kuwait.
- We need to think about us as University of Missouri IN St. Louis. We need to drift away from the name UMSL.
- We live in the state’s largest population at 2.8M in comparison to Columbia and KC.
- We have the advantage that the other schools can never have – larger population and access to businesses and organizations. We have a living laboratory with a larger community, cultural activities, research partnerships, etc. – Columbia students come here more to access these things. This worries Columbia because we are good, have a good reputation and we get transfer students from the other schools.
- We need to figure out a way to build on our advantage without looking like a branch or regional campus and find a way to leverage what we have to get beyond it.
- We grew so fast in a short period of time – we scared our competition as well as ourselves.
- We should put these advantages into our goals with statements such as internship with major corporations, civic experiences, international experiences, opportunities to work with world-class researchers, etc.
- Chancellor’s latest idea is to embrace UMSL like UCLA. – We need to keep in mind that UMSL is included in the school and fight song.
- Leveraging our location needs to be synthesized in a marketing campaign.



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## **Theme #8:**

We will seek ways to enhance campus life and increase on campus residents to 2500 (2000 in the current plan), however, our 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

## **Group Feedback:**

- Quality of Experience is part of enhancing the quality and delivery in the first priority.
- Collaborative learning opportunities – teaches students how to work in teams; group may be a more generic word; incorporate research and internships into this; this is a big challenge for new grads coming out.
- Add – “Provide international education experiences” or “Enriched educational experiences such as international educational opportunities, research, internships and practicum Graduate students – seems like more attention on undergraduate in 2<sup>nd</sup> priority.
- The word “convenience” may have too much of a consumer feel.

## **III. Enhance research, scholarship and artistic/creative activity**

### **Strategic themes**

#### **Strategic Theme #9:**

Our campus, units within the campus and our faculty will be nationally and internationally known for excellent and productive research and creative activity that transforms society. ~~and research productivity.~~



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## **Strategic Theme #10:**

We will ~~strive to~~ develop a reputation for excellence and we will recognize, reward and celebrate the campus wide impact of individual and unit success.

### **Group Feedback:**

- Does excellence refer to quality or quantity of research? Possibly change to “excellent and productive research”.
- “Halo effect” seems fleeting, temporary or misleading; maybe change to “celebrate strides in progress, successes and victories” and add “recognition”. We are trying to capture sense of how one area’s reputation will reflect well upon the other areas.
- Maybe state “We will reward and celebrate excellence and successes on campus”.
- We should try to find another word such as “ripple effect”.
- Take out the word “all”.
- Add “creative activity” into this.
- Opportunity to put bold statement such as “research that transforms society”.

## **IV. Enhance civic engagement for economic and social benefit of the region.**

### **Strategic themes**

#### **Strategic Theme #11:**

We will be unsurpassed as the regional leader in creative collaboration with area businesses and community organizations.

#### **Strategic Theme #12:**

We will continue to ~~impact~~ influence economic development in the region and beyond through direct collaborations, partnerships, consulting, continuing education and the impact of our graduates as leaders in the community their fields.

### **Group Feedback:**

- In second statement – replace the verb “impact” with enhance, effect or influence instead.
- Concerned about too much emphasis on St. Louis region. We need to consider that we are a state supported institution. This diminishes the image as a statewide university.
- Say “impact economic development in MO” and “graduates as leaders in their fields” instead.
- We need to say we are looking beyond St. Louis as an aspiration



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

### Strategic Theme

#### ***Strategic Theme #13:***

We will create a compelling story around our value proposition and our position in the ~~St. Louis~~ region and utilize Leadership Councils, alumni, faculty, staff, students and other friends of the university to communicate the story in a way that dramatically increases external fundraising and grants.

#### **Added on Feb 11 based on planning team input**

#### ***Strategic Theme #14:***

We will be wise stewards of our resources by leveraging innovative research and creativity, collaborating successfully both internally and externally, and holding ourselves accountable to our targeted outcomes.

### Group Feedback:

- Change to “our position in Missouri and the St. Louis region”.
- St. Louis region does not have a constant historical definition –we need to get some clarity on what this means.
- We need to talk about stewardship of resources once we have them.
- Avoid the word “utilize” and change to “Leadership Councils, alumni, faculty, staff, students ...will communicate the story...”
- We need to add leveraging resources through innovation and creativity and capture the entrepreneurial mindset.
- Should we include the state? We need to pay some attention to political weaknesses and interactions with legislators. We have some in St. Louis that support us and we need to leverage these contacts.
- Leadership Councils are community leaders who have ties to political leadership. They can help influence the political environment.
- We need to drop our elevator speech in the classroom. Our story needs to be told well internally to get out externally.





## Strategic Planning Committee Meeting

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### Planning Team Feedback on the Process

- Making progress
- Progress is slow.
- We are on the right track but too much nitpicking over words.
- Created open environment where people are free to say what they want.
- Right on cusp of discovering something that is a transformation.
- Right direction but would move faster with more faculty.
- First time in three years that we had discussion about changing direction.
- Feels like déjà vu again.
- Moving in right direction but need to focus on how to distinguish ourselves rather than defining what we are.
- Good job reaching consensus that all individuals – staff, faculty and students- are valuable.
- Interesting discussion but don't see how it will connect to day-to-day in the trenches.
- A lot of the right questions are getting asked – interested in the right answers and change.
- Good job of identifying issues we disagree with even if they are shades of disagreement. I would like to see how things will come together.
- I would like us to be more bold and brave.
- Happy with discussion today and that is good enough for me.
- The discussion moving along well. I am interested in process for gaining broader input from faculty, staff, etc.
- We got a few hard questions asked but we are not there yet. We are too limited by being politically correct. We may come up with something innocuous that everyone agrees with but not have more meaning to actually inspire. Need to think about perspective.
- Good work and know there is a lot more to do.