

---

# UMSL

University of Missouri–St. Louis

The metropolitan, land-grant, research institution serving  
the most diverse and economically vibrant region in Missouri.

## **Mission Statement**

We transform lives.

## **Vision**

The University of Missouri–St. Louis will be a beacon of hope, a force for good, and a leader in the pursuit of excellence in education, impactful research and community service. We boldly assert that education is for everyone who is willing and able to seek it out. We honor the duties inherent in our land-grant beginnings by positioning ourselves as partners in the search for knowledge, progress and positive change for ourselves, our communities, our world.

---

---

## 6 Core Values

### **Trust** *Our foundation*

At UMSL, trust is sacred. We understand it is actively established and earned at every moment. We build trust through goodwill, transparency, accountability and positive, measurable results. We model trust for our students, colleagues and friends through respectful interactions, clear expectations and soundly ethical research pursuits.

### **Innovation** *Our driving force for transformation*

We know innovation is about far more than coming up with new ideas, that at the heart of every great innovator lies the desire to see a problem solved or a person helped. We believe we are all innovators, driving change for the purpose of the greater good.

### **Inclusion** *Our guiding principle*

We believe celebrating and appreciating diversity isn't enough. We strive to create a truly inclusive community, one where equity is reality. We recognize individual attributes and respect individual differences, all while firmly asserting that we are better together.

### **Access** *Our challenge and our promise*

Our classrooms, our campus, our research, our creativity, our service to the community – all of it – is for everyone. Access is something we constantly seek to better understand and to improve. We believe that a learning environment free from barriers for any one person makes that environment better for all people. We recognize that our commitment to access demands continual change. We embrace it. Always.

### **Success** *Our greatest commitment*

The expectation of success, for each and every one of our students, is something we believe in at every moment, without exception. It's the reason we're all here. We are committed to meeting our students wherever they are, to inspiring and empowering them to meet their goals, break through their barriers and define and achieve what success means for them.

### **Engagement** *Our consistent, steadfast action*

We believe it is our duty and responsibility to reach out with open minds, invite others into conversation and create solutions. We use our energy, wisdom and resources to forge partnerships – across campus and within the community – that are built in the spirit of collaboration. We have much to share and much to learn, and we understand that the two go hand in hand.

*We pursue each of these values with the knowledge that there is no perfect end point, no top of the mountain. We climb anyway. Because it's the right thing to do. Because we're all in this together. Because we are UMSL.*

---

---

### **Impact Statement**

UMSL's economic impact on the entire St. Louis metropolitan region is immense. More than 72 percent of our nearly 100,000 alumni choose to live and work in the area post-graduation. We don't just educate St. Louis; we are St. Louis.

Our influence begins in our own backyard, where we serve as a proud Anchor Institution in north St. Louis County. This role demands that we position ourselves not only as good neighbors but as active partners in the development of education health care, public safety, social service, and business and industry initiatives that strengthen our communities, our city and our state.

We share the belief that no accomplishment will be more critical to these endeavors than improving educational opportunity for all. As a result, we've partnered with the chamber of commerce to become a powerful force in the St. Louis Regional Education Commitment. We are committed to doing our part to increase the number of adults in St. Louis who hold a bachelor's degree to 40 percent by the year 2025. The direct result of this effort will be a more educated, empowered workforce – one that will make St. Louis an exemplary, desirable place for corporations, technology start-ups and other industry innovators who have the power to bring growth, opportunity and lasting stability to our region. As one of the largest, most culturally and ethnically diverse universities in Missouri, we believe no institution is better suited to assist with this goal than UMSL.

Finally, though we are proudly St. Louis, we also know that our impact reaches far beyond our immediate surroundings. The economic and philanthropic reach of our programs and partnerships spans the globe, most importantly through the influence of our graduates. Our alumni are business leaders, health-care professionals, educators and scientists who have found work in nearly every state, multiple countries and on several continents. Their accomplishments inspire our collective efforts to create solutions and positively impact society.

From our own backyard to the broader world, we are committed to building a future in which our greatest outcome is transformative change for all.

---

University of Missouri-St. Louis  
 Compact for  
**Excellence in Student Success**

UMSL's fundamental purpose is to educate and graduate diverse students as they seek different and better lives. This compact commits UMSL to offering qualified students **access** to quality academic programs, support services and other resources that prepare them for **success** in the classroom and beyond as they become leaders of our economy and communities.

Objective (Outcome)	Primary Sub-goal supported	Metric
Increase the number of educated citizens in the region	<i>Workforce Development</i>	Increase total degree-seeking enrollment by 1,000 by 2023*
	<i>Retention</i>	Increase first- to second-year retention from 79% to 82% by 2023
	<i>Degree Completion</i>	Increase annual degrees conferred by 9% by 2023 Increase six-year graduation rate from 60% to 62% by 2023
Expand our diverse student population	<i>Workforce Development; Diversity</i>	Increase underrepresented minorities enrolled from 18% to 20% by 2023 Expand diversity scholarship support 50% by 2018 Increase international students enrolled from 3% to 5% by 2023
Increase flexible pathways to degree completion	<i>Workforce Development</i>	Establish and expand the UMSLINOW (Night, Online, Weekend) program Shift course offerings to support online, evenings, weekends and 4-, 6-, and 8-week course schedules by 25% by 2023
Enhance student support across campus	<i>Student Support and Retention</i>	Increase, enhance and align tutoring, supplemental instruction, peer mentoring and study hall services campus-wide by 2019 Implement an on-campus food pantry for students facing food insecurities
Increase year-round campus use to create environment for enrollment growth	<i>Workforce Development</i>	Explore year-round instructional offerings such as 3 semesters
	<i>Recruitment</i>	Create infrastructure for summer camp support by 2018; Increase summer camps by 50% by 2023

## Excellence in Student Success (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Enhance academic quality and learning experiences	<i>Academic Quality</i>	Maintain support for technological and pedagogical course development and modification through the Center for Teaching and Learning by 2019
		Develop policy for current online courses to align with Quality Matters by 2018; Fully implement policy by 2020
	<i>Academic Quality; Research Enhancement</i>	Capitalize on UMSL Accelerate to refine current entrepreneurship coursework; Develop new courses that distinguish and differentiate UMSL entrepreneurship as “next practices” and thought leaders by 2018; Develop undergraduate and graduate degree programs that grow enrollment by 2021
Centralize and coordinate undergraduate research opportunities within the Office of Research Administration to enhance the undergraduate educational experience, serve as a recruiting tool, and foster a culture of scholarly activity at all levels of the campus community by 2022		
Establish the Graduate Professional Development Program to include engagement by MU professional development staff and Hogan Leadership Focus assessment tests by 2018		
Strengthen collaboration and development of all student service advisors across campus	<i>Professional Development; Student Support; Retention</i>	Provide annual development opportunities for advisers and student support staff by 2018 100% of student service advisers use all available electronic resources to assist students (i.e. Starfish, etc.) by 2018
Expand and enhance campus student employment and internships	<i>Workforce Development; Learning Experiences</i>	Increase student employment opportunities by 20% by 2023 Increase internship opportunities by 20% by 2023 Assess and develop competencies for all student employment experiences by 2023
Decrease debt at graduation and loan default rates	<i>Debt at Graduation</i>	Continue to allow for enrollment while maintaining a reasonable prior semester balance by 2018 Explore current use of open source textbooks by 2018; Expand use by 2019 Pilot financial literacy programming by 2018; Implement and expand by 2019

Outcomes and metrics are supported through reallocation of resources and through revenue generation with an increase in 1,000 degree-seeking students\* and \$1.6M annual savings realized through planning, operations and stewardship.\*

University of Missouri-St. Louis

Compact for

**Excellence in Research and Creative Works**

As the only public research university in eastern Missouri, UMSL has a responsibility to initiate and support **innovative** research, scholarship and creative works that enhance educational **success** and economic activities as well as lead to a better understanding of the human condition. This compact affirms the unique research role of the University of Missouri in the state's higher education system and UMSL's focused efforts to successfully execute that important mission in the St. Louis region.

<b>Objective (Outcome)</b>	<b>Primary Sub-goal supported</b>	<b>Metric</b>
Enhance and expand the capabilities of the Office of Research Administration (ORA) to increase research and creative support	<i>Research and Creative Activity</i>	Realign F&A cost recovery to increase direct support and growth of ORA by 2019
	<i>Research</i>	ORA F&A cost recovery to support critical research infrastructure needs (e.g., major equipment, technical staff, databases) shared by multiple principal investigators by 2019 Fund ORA on an as-needed basis to assist research faculty with time-sensitive opportunities/issues by 2020
Increase number of successful proposals for external funding	<i>Research Funding</i>	Increase external research funding 10%/yr through 2023
		Use research growth and F&A cost recovery to fund additional ORA grant writer by 2018 Establish a mentoring program for new faculty offered by ORA and to include the Broader Impacts Network by 2017
Increase support for interdisciplinary research and projects	<i>Interdisciplinary Research</i>	Continue to maximize use of Accelerate space in Cortex for student and multidisciplinary faculty and staff engagement
		Hire a "lead" faculty member in each of three programs identified in the Academic Program Prioritization as having potential for significant growth by 2023 ORA will establish a program to increase research cooperation between departments and foster interdisciplinary research and relationships by 2020

## Excellence in Research and Creative Works *(continued)*

<b>Objective (Outcome)</b>	<b>Primary Sub-goal supported</b>	<b>Metric</b>
Increase the level of corporate research collaboration	<i>Corporate Research Collaboration</i>	Create a centralized online portal to help connect companies to university resources such as faculty expertise, university intellectual property, advanced instrumentation and specialized facilities by 2020
Increase research, publications and creative activity	<i>Research and Creative Activity</i>	Establish ORA program to engage senior faculty mentors and provide formal recognition for mentorship (merging with mentorship program - IE) by 2023  Work with Advancement to increase support of scholarly and creative work in the arts, humanities and other areas with limited opportunities for external funding
Maintain the level of disclosures, patents and licenses from faculty intellectual property	<i>Research and Economic Development</i>	Increase the number of invention disclosures, patents filed and license agreements signed in line with the increase in funded basic research

*Outcomes and metrics are supported through reallocation of resources and through revenue generation with an increase in 1,000 degree-seeking students\* and \$1.6M annual savings realized through planning, operations, and stewardship.\**

University of Missouri-St. Louis

Compact for

## Excellence in Community Engagement and Economic Development

UMSL understands and appreciates its role as an Anchor Institution – an essential partner in generating an educated work force, enhancing economic development, supporting broad-based health care delivery, facilitating neighborhood renewal and fostering inclusion and understanding. This compact outlines the myriad ways in which UMSL will engage its students, employees and resources in partnerships/projects to further enhance the well-being and trust of the people, communities and businesses of Missouri.

Objective (Outcome)	Primary Sub-goal supported	Metric
Understand and communicate our economic impact to the region	<i>Economic Development</i>	Conduct an institutional Economic Impact Analysis by 2019
		Develop metrics to document the essential economic impact of non-professional and professional program graduates to the regional economy by 2019
Develop our role and impact as an Anchor Institution	<i>Institutionalize and strengthen the Anchor Mission within UMSL</i>	Infuse our economic impact into branding and marketing campaigns
		Expand and Define our Anchor Institution mission to the broader region by 2018
		Anchor Mission reflected and supported in structure of institution
		The Anchor Institution Committee, representing all major units within the university, is responsible for guiding anchor strategy by 2018
Develop our role and impact as an Anchor Institution	<i>Partner with other anchor institutions and community partners to leverage community assets and address needs</i>	Develop and commit to a set of Anchor Institution strategies and target goals with an implementation timeline by 2018
		Convene other anchor institutions and community partners around local hiring and local procurement strategies by 2018;
		UMSL will increase number of local hires and dollar amount of local procurement contracts by 10% in first year by 2019
		Apply to a national foundation for funding of Anchor Institution Collaboration, led by UMSL by 2019
		Double circulation of UMSL community newsletter ( <i>Community Connections</i> ) by 2019
Anchor Institution Committee annually assesses alignment of UMSL anchor strategies to the assets and needs of surrounding communities to identify gaps in civic and economic partnerships and practices, recommending adjustments to anchor strategy by 2019		



## Excellence in Community Engagement and Economic Development *(continued)*

Objective (Outcome)	Primary Sub-goal supported	Metric
Develop our role and impact as an Anchor Institution <i>(continued)</i>	<i>Measure and report on UMSL's Anchor Institution activity and impact</i>	<p>Connect to other Anchor Institutions across the country through the Democracy Collaborative and the Coalition of Urban and Metropolitan Universities of which UMSL is a leading member</p> <p>Measure community residents' and partner organizations' attitudes towards UMSL's Anchor Institution activities using <i>Higher Education's Anchor Mission Report</i>; Baseline in 2018; Progress in 2021</p> <p>Collect Anchor Dashboard metrics and conduct Institutional Activity Assessment as identified in Higher Education's Anchor Mission Report; Annually report on A) Institutional Effort, B) Community Outcomes by 2019</p>
Increase the level of corporate collaboration	<i>Corporate Collaboration</i>	<p>Expand the influence and success of UMSL Accelerate by successfully completing the 2nd cohort of the Ameren Accelerator by 2020; Continue efforts to leverage this success to other corporate clients</p> <p>By 2019 create an official UMSL Accelerate designation unit to enable clear synergies across UMSL and with the UM System campuses</p> <p>Create a centralized online portal to help connect companies to university resources such as faculty expertise, university intellectual property, advanced instrumentation and specialized facilities by 2020</p> <p>North County corporate partners adoption of anchor institution strategies by 2019; For example: increase A) Dollars spent on local contracts, B) Number of hires from local communities, C) Number of employees moving to North County communities through employer-assisted housing, D) Percent of employees paid a living wage</p> <p>Develop corporate support for university Anchor Institution initiatives by 2019; For example: A) Corporate leadership serving on Anchor Institution Committee, B) In-kind and financial support for university business incubation and acceleration programs, C) In-kind and financial support for program enhancement and capacity building</p>
Engage the community with faculty expertise and knowledge base	<i>Communication</i>	Develop the UMSL Professors Lecture Series by 2019

## Excellence in Community Engagement and Economic Development *(continued)*

Objective (Outcome)	Primary Sub-goal supported	Metric
Expand and enhance campus student employment and internships	<i>Workforce Development; Learning Experiences</i>	Increase student employment opportunities by 20% by 2023 Increase internship opportunities by 20% by 2023 Assess and develop competencies for all student employment experiences by 2023
Quantify community engagement activities Cultivate alumni and donor constituencies, and leverage alumni and donor relationships	<i>Integrate community engagement as a critical component of a university education and collegiate experience</i>	Integrate co-curricular student involvement tracking system for volunteerism and service by 2019 Improve tracking and increase number of service-learning courses and faculty using this pedagogy Implement use of community engagement sections within MyVita by 2020 Increase number of alumni and donors involved in civic and economic partnerships
Cultivate alumni and donor constituencies, and leverage alumni and donor relationships	<i>Develop new civic and economic partnerships</i>	Increase number of alumni and donors involved in civic and economic partnerships Increase total value of donations from alumni and donors to support civic and economic partnerships

*Outcomes and metrics are supported through reallocation of resources and through revenue generation with an increase in 1,000 degree-seeking students\* and \$1.6M annual savings realized through planning, operations and stewardship.\**

University of Missouri-St. Louis  
 Compact for  
**Inclusive Excellence**

As one of the most culturally and ethnically diverse campuses in Missouri, UMSL is committed to maintaining a climate where all students, faculty, staff and visitors can explore their interests, refine their talents and flourish. This compact discusses actions to recruit and retain diverse students and employees and activities that encourage civil and constructive discourse, reasoned thought and sustained dialogue in an environment of inclusion, respect and appreciation.

Objective (Outcome)	Primary Sub-goal supported	Metric ** Included in Inclusive Excellence Plan
Expand our diverse student population	<i>Workforce Development</i>	Increase the percent of underrepresented minorities enrolled to 25% by 2023  Create and implement marketing campaign targeting diverse student populations by 2020; Create brochure by 2018
	<i>Recruitment</i>	Expand successful Bridge Program Saturday Academy Expansion; Increase number of schools impacted from 111 to 116; Add 100 more students to the Saturday Academy Program by 2019  Increase the number of students in the 9th-10th Grade Summer Academy by 100 by 2019  Support expansion of Bridge and Pre-collegiate program by hiring an assistant director by 2018  Expand Opportunity Scholars Program, prestigious scholarships aimed at first generation and URM students; Expand interview day by 30% by 2019  Formalize the Faculty Ambassador Program for faculty to recruit internationally by 2020
Engage and reengage our diverse student population	<i>Engagement; Inclusion</i>	Reinvalidate the African/African American Studies minor by 2018; Explore possibilities of a major by 2020  Establish a Black Cultural Center that becomes the framework for programming and support; Explore in 2018; Implement in 2019  Inclusivity Marketing Internship for international students  Explore URM student associations by 2019
		Initiate <i>Diversity Dialogues: Lunch and Learn – Breaking Barriers, You Matter</i> workshops  Establish URM graduate student networking receptions with faculty and alumni by 2018  Implement online Diversity 101 training program, supported by UM System Diversity, Equity and Inclusion office by 2020

## Inclusive Excellence (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Engage and reengage our diverse faculty and staff	<i>Engagement; Inclusion</i>	<p>Use National Center for Faculty and Development and Diversity (NCFDD) to reach URM faculty; Host 2 NCFDD webinars per semester covering topics that will have a direct impact on the success and retention of URM faculty; Implement in 2018</p> <p>Promote UMSL Participation in the UM System Dr. Elson S. Floyd Administrative Leadership Development Program (ALDP) by 2018</p> <p>Create Summer Research/Scholarly Pipeline 3-day Retreat for Equity and Diversity to build structural supports that increase representation, retention, mentorship and tenure of URM scholars across all fields</p> <p>Initiate Faculty cross-cultural/cross-disciplinary dialogue program similar to that initiated at UMKC, with their organizational support</p> <p>Create recruitment, outreach and promotional plan using data from our campus affirmative action plan to identify areas of underrepresentation to target for aggressive recruitment efforts by 2020</p> <p>Increase relationships with recruitment sources that could yield diverse candidates, i.e. professional minority or women organizations, HBCU's, Hispanic serving Institutions and other organizations, starting in 2018 throughout plan</p>
Create a culture of inclusion	<i>Inclusion</i>	<p>Initiate Fair and Impartial Policing and Racial Profiling training for campus police officers, provided by the Police Academy, by 2018</p> <p>Maintain the Chancellor's Cultural Diversity Council (CCDC); CCDC will engage the campus in reviewing the 2016 Climate Survey and provide recommendations by 2018</p>
Engage alumni from diverse populations in student recruitment, retention and fundraising	<i>Access, Success, Engagement</i>	<p>Establish one new alumni chapter each year from each of the following populations: Hispanic, Asian, International, Veteran and LGBTQ; Implemented by 2023</p>
Increase outreach to historically underrepresented and underserved populations throughout Missouri	<i>Access, Success, Engagement</i>	<p>Initiate annual thematic conference, lecture series and community workshops on a broad-based inclusionary topic for the campus, regional and state community by 2018; First conference: <i>Living Together in St. Louis: How do I talk about race?</i> In 2018</p>

*Outcomes and metrics are supported through reallocation of resources and through revenue generation with an increase in 1,000 degree-seeking students\* and \$1.6M annual savings realized through planning, operations and stewardship.\**

University of Missouri-St. Louis

Compact for

**Excellence in Planning, Operations and Stewardship**

UMSL is a public asset that seeks to operate in a manner that supports optimal **success** in teaching, research, engagement and economical development. This compact details efforts to maintain public **trust** and achieve operational excellence and efficiency through internal and cooperative planning and restructuring.

<b>Objective (Outcome)</b>	<b>Primary Sub-goal supported</b>	<b>Metric</b>
Develop new sources of revenue to support campus priorities	<i>Campus Priorities</i>	Design an incentive model to develop innovative self-financing programs Expand public private partnerships Increase Advancement funding directly related to campus priorities Increase the number of invention disclosures, patents filed and license agreements in line with the increase in funded research
Reallocate resources to academic programmatic areas of growth, strength and excellence	<i>Support Academic Programs of growth, strength, and excellence</i>	Complete Academic Program Prioritization by 2018 Start implementation of Academic Program Prioritization by 2018
Implement long-range financial planning cycle	<i>Campus Priorities</i>	Completion of process, tool and training for five-year plan by 2018 Usage overhead rates and depreciation by 2018 Deliver tools and resources to provide margin-based data to support budget planning by 2018
Implement long-range enrollment plan	<i>Long-term Planning Processes for Operating and Capital Needs</i>	Implement Five-Year Planning to include market demographics size and share, regional long-term goals and total student credit hour metrics by 2019
Utilize IT resources to partner in solving business problems across campus	<i>Campus Priorities</i>	Develop process, tools and training by 2018 Long-term organizational roadmap with phased implementation by 2018 Realize efficiencies and realign resources to campus priorities starting in 2018

**Excellence in Planning, Operations and Stewardship** (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Identify redundancies in support function processes and tools, and adopt efficient organizational structure	<i>Campus Priorities</i>	Long-term organizational roadmap with phased implementation milestones by 2019
		Succession planning for key positions by 2019
		Leverage durable good procurements across all campuses to achieve greater buying power and unit cost reduction through the use of single contract agreements by 2020
Develop and implement plans for managing and accounting for space usage (FY23)	<i>Long-term Planning Processes for Operating and Capital Needs</i>	Realize efficiencies and realign resources to campus priorities starting in 2018
		Square footage measure of utilization by credit hours taught for classroom space in each building housing classrooms (minus online classes) by 2022
		Square footage measure of office space utilization by number of full time faculty/staff use by 2022
		Consolidate underutilized space (both class and office) by 2022

*Outcomes and metrics are supported through reallocation of resources and through revenue generation with an increase in 1,000 degree-seeking students\* and \$1.6M annual savings realized through planning, operations and stewardship.\**