

## Strategic Highlights

University of Missouri–St. Louis

The UMSL Experience

Community Partnerships

Program Enhancements

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December 2014

**UMSL**

## Strategy Statement

By 2018, UMSL will **increase** the annual number of **degrees conferred by 20%** through an enriched UMSL experience with enhanced relationships and more research and community engagement integrated into student learning to fulfill our metropolitan land-grant mission.

THREE THEMES

The UMSL Experience  
Community Partnerships  
Program Enhancements

recruiting more, better students



Enrollment – 17,085 – Campus Record  
Previous record was 16,809

**Fall 2014**

recruiting more, better students

**UMSL has set academic quality records for  
the past two falls for incoming students**

- 6% increase in incoming freshmen
- Freshmen ACT average – 24.2
- Freshmen and transfers average GPAs



recruiting more, better students

25% of UMSL's freshmen class  
participated in ACP or Bridge or both ...

### Bridge Graduates

Chris Wieland from Francis Howell Central  
Khaliyah Kelly from McKinley High School



recruiting more, better students

Major investment is reaping benefits  
for veterans and campus alike

- [Veterans Center](#)
- [Department of Military and Veteran Studies](#)
- [Named Military Friendly School](#)



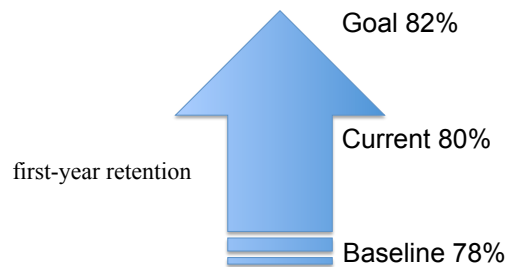
Veteran enrollment up 17%  
James Day among 429 vets at UMSL

UMSL recognized for retention efforts with ...

## Inspired Deliverologist Experts Award

U.S. Education Delivery Institute – Access to Success

- integrating the campus community into the Access to Success agenda, which involves leaders from academic and student affairs in actions and routines that improve student retention.
- met or exceeded its annual access and success goals for low-income freshmen and underrepresented minority freshmen and transfer students.



better advising, more success

Four additional advisors in arts & sciences,  
business, education and fine arts &  
communication.

reduce wait list to see advisors

career-focused discussions



ensure students don't take unnecessary courses



effective communication is another key

New software program allows UMSL to identify and warn students that their work is unsatisfactory ...

4,477 alerts

364 faculty

## STARFISH

Early alerts allow students and faculty to implement effective improvement strategies.

campus climate is a retention tool

For second year running ...

INSIGHTS into Diversity Magazine

## UMSL Receives a Higher Education Excellence in Diversity Award

Recognizes universities that demonstrate an outstanding commitment to **diversity** and **inclusion**.

innovative course delivery

## Online courses increasingly popular among existing students ... speeds progress toward degree

- 40% of students now take one or more online course.
- Majority of online students also take on-campus courses.
- Flexibility allows students to build more courses into their busy work and life schedules.

Online students
2012 ... 7,475
2013 ... 8,015
2014 ... 8,325

Online credit hours
2012 ... 45,344
2013 ... 52,335
2014 ... 55,052

GENEROUS DONORS

UMSL **sets record** in private gifts and pledges essential to strategic plan success

# \$31.2M

scholarships

endowed positions

research

public service

academic programs

buildings

## Focusing more scholarships on retention and degree completion – mix of private and institutional funds

Finish-your-Degree scholarships

Meehan scholars

Senior scholarships

Triton Summer scholarships

Laquisha Robinson is a nurse today because of the Finish-Your-Degree Scholarship.



Baylor

Syracuse

Boston College

William & Mary

Wake Forest

9<sup>TH</sup> AMONG PUBLICS

14<sup>TH</sup> NATIONALLY

**University of Missouri–St. Louis**

Academic Analytics  
high research classification

UMASS-Boston

Alabama

Texas Tech

CLEMSON

**Auburn**

Binghamton

Fordham

George Mason

Kansas State

8

## UMSL DISCIPLINES IN THE TOP 25

**Academic Analytics**  
high research classification

- 4. Counselor Education
- 4. Criminology
- 9. Clinical Psychology
- 11. Educational Evaluation
- 11. Psychology
- 15. Information Systems
- 17. Social Work
- 21. Communication

**UMSL** | Business  
International Business Program

## Best in Missouri – again!

- 16<sup>th</sup> among all universities nationally
- 12 consecutive years in the Top 20

**U.S. News**  
& World Report

## facilities enhance The UMSL Experience



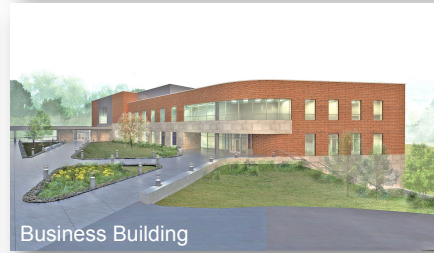
Recreation & Wellness Center



Science Learning Building



Optometry Patient Clinic



Business Building

## communicating The UMSL Experience

**Marketing and public relations activities focus on student and alumni success ... consistent with strategic plan**



[UMSL Daily](#)

[View Book](#)

[UMSL Homepage](#)

[UMSL Magazine](#)

[CRM](#)

[UMSL Monthly](#)

[Social Media](#)



The University of Missouri–St. Louis sits on **350 beautifully rolling acres** in north St. Louis County. It borders or is located near several small municipalities – including Ferguson, Missouri.

Ferguson’s restored historic downtown is an **active entertainment district**, complete with a brew pub, wine bar and a dozen other popular and restaurants and bars. For UMSL, historic Ferguson has been a primary “college strip,” a convenient, welcoming and safe place for students and faculty alike.

In August – three weeks prior to the start of the UMSL Fall Semester – **Ferguson erupted in a frenzy** of looting, firebombs, anarchy and police confrontations. Ensuing stories of protest, social justice and law enforcement tactics dominated the news nationally and internationally – not to mention real-time [and unedited] social media.

setting the stage

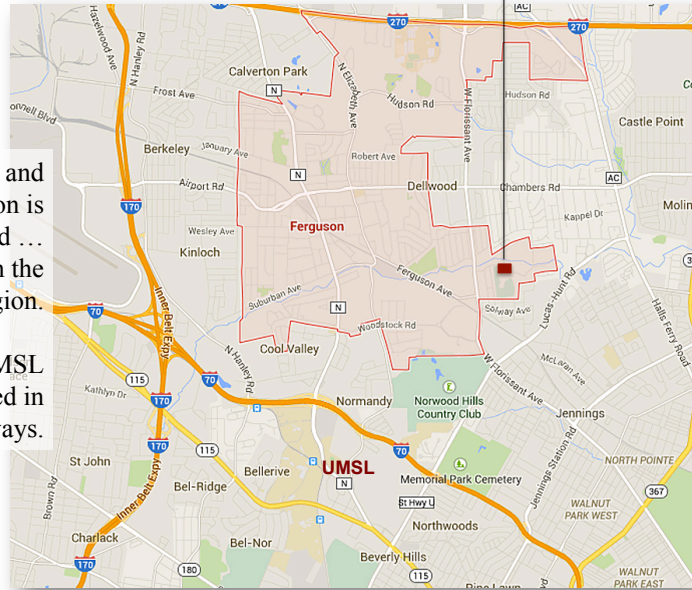


## August 9 – Michael Brown is shot in Ferguson

Canfield Green Apartments

The immediate and ongoing reaction is unprecedented ... taking a toll on the entire region.

Through it all, UMSL has responded in myriad ways.



## UMSL responds to Ferguson

Counselors have provided **hundreds of hours** of services to area students, teachers, clergy, residents, business owners and first responders.

- ◆ Missouri Institute of Mental Health
- ◆ Center for Trauma Recovery
- ◆ Children's Advocacy Services
- ◆ Community Psychological Service
- ◆ School and Family Counseling Center
- ◆ Campus Counseling Services

## Venue for expression & support



Seven campus forums

- Cultural Diversity Council
- Student Life

art displays  
poetry - essays

Student-involved food and clothing drives

December 1 ... Peaceful protest  
involving about 30 people



## Region's **business partner** for positive change



- St. Louis Regional Chamber
- St. Louis Regional Business Council
- North County Inc.
- Reinvest North County Fund
- Emerson
  - \$1.5M scholarship program for UMSL
  - UM System-UMSL match scholarship

Several academic units are currently assisting or planning programs to help small businesses in affected area to rebuild or expand

## 100M-PLUS MEDIA IMPRESSIONS

NY TIMES  
 CNN  
 BBC  
 Washington Post  
 Chicago Tribune  
 Wall Street Journal  
 St. LOUIS PUBLIC RADIO  
 NBC Nightly News  
 Associated Press  
 USA Today  
 PBS @ The Touhill  
 County Debate @ The Touhill  
 NPR/STLPR @ Wellspring Church

Faculty also are involved in **planning systemic changes** to improve education, housing, economy, policing and politics of affected areas



- 10 private meetings with community leaders
- AG Koster panel on representative policing
- 12 meetings of DOJ with local law enforcement reps

UMSL serves as headquarters for Gov. Jay Nixon as he outlines state initiatives ...

- 4 press conferences
- 100-plus media outlets

UMSL professor serving as public safety director for the state – one of three alumni on Governor's Ferguson Commission

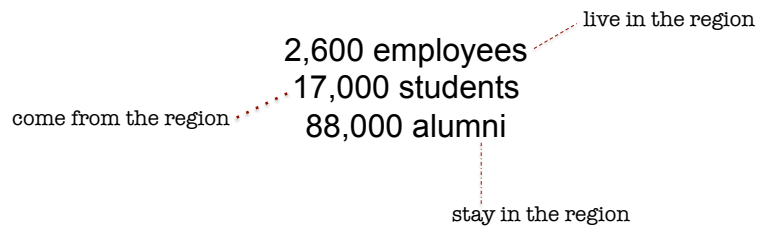


stability for surrounding communities

education  
outreach  
facilities  
spending  
partnerships

## UMSL stands as an anchor institution

continuing strength lifts our neighbors



## Contingency Planning

an ongoing process

- Initial activity
- Highway 70 shutdown
- Grand jury decision

Constant communications and coordination with law enforcement, area businesses and other St. Louis area campuses and UM System.

keeping it real

## Messaging to separate fact from fiction

chancellor messages

... to campus & beyond

- 8/13

- 8/15

- 8/22

- 10/7

- 10/22

- 11/20

- 11/24

- 12/9

Op-Ed

STL Post-Dispatch

54,000 direct recipients

media/social media/digital domains

UMSL Daily-UMSL Monthly also published articles on positive change activities

Monitor . Respond . Link to messages

Student Life ... letters, emails & flyers informing students of ongoing security measures – particularly those living on campus.

### Goals

Enrollment

Brand reputation

### Messaging Strategy

Acknowledge

Safe campus

Agent for positive change

yet physically unaffected but ...

## ongoing angst has taken a toll on UMSL

August 8 – On-campus enrollment up 4%

Final on-campus enrollment – up 1%

Fall 2015 – applications down

Spring 2015 – enrollment down

Ticket and rental cancelations

Poses challenge to success of strategic plan

costs are up ...

- Unfunded outreach efforts
- Increased expenses for security measures
- Overall stress on students, parents, faculty and staff

taking action  
**Efforts underway to maintain campus enrollment**

returning students

- Colleges are contacting ALL currently registered students who have not signed up for the spring semester

transfers

Calls/emails to pending applicants -

Calls/emails to admitted students -

Calls/emails to admitted students from colleges/departments -

Visiting more community colleges in Illinois, Iowa and Nebraska -

marketing

Expanding local radio advertising and social media campaign

Launching another round of contacts through campus CRM

## **The Future**

Going beyond the immediate crisis of Ferguson, UMSL and the UM System are uniquely positioned to set an example to the nation in regard to addressing and acting on the fundamental issues associated with the events that have occurred since August.



Campus Message – December 9, 2014

Dear Students, Faculty and Staff,

Throughout our history, the University of Missouri–St. Louis has endeavored to fulfill the mission of providing a quality and affordable education for all of St. Louis. But more than that, we have been thought leaders and policy influencers on economics, justice, education, society and health. Since the tragedies of early August, UMSL has been here for St. Louis. Whether it has been with our expertise or our counsel – or our hands or our hearts – UMSL has been there. We have been there as individuals or groups; faculty, students, staff and alumni; participants or leaders; planners or doers. In any and all configurations, we have been part of those working toward the challenging myriad of complex solutions in an enlightened, objective and compassionate manner.

Perhaps we have been seen as being on the front line, an important part of the process of moving toward solutions or encouraging and fostering civil discourse. Whether it is for these reasons, or others, UMSL has been a safe and secure university, one that has not seen violence on or adjacent to the campus.

Thousands have been on the UMSL campus for scores of debates and forums, workshops, symposia and peaceful dialogue regarding the situation in Ferguson and its aftermath. There has been no incivility toward one another. There have been no threats to people or property. There have been no security calls, coarseness, vulgarity or strife on the campus. It is an environment conducive to learning, productivity and growth for our students, faculty and staff. Furthermore, our excellent campus police are working with neighboring police departments to ensure the university stays safe and secure. That is our very first responsibility.

I hope that our history and our mission, our present contributions and UMSL's promise for the future continue to be recognized as a significant component of the important solutions that face our community. And I believe we will enlarge and expand upon those contributions to create a better world for us all.

Sincerely,

Tom George  
Chancellor