

The background of the image is a large, modern glass pyramid structure, likely the Gateway Arch in St. Louis, viewed from below. The sky is a clear blue with scattered white clouds.

UMSL

University of Missouri-St. Louis

Strategic Plan



University of Missouri–St. Louis

The metropolitan, land-grant, research institution serving the most diverse and economically important 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.







UNIVERSITY OF MISSOURI-ST. LOUIS

6 Core Values



01

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.



02

Inclusion *Our guiding principle*

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



03

Innovation *Our driving force for transformation*

We know innovation is about far more than coming up with new ideas, and 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.



04

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.



05

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 is 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.



06

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.*

Our Community





Our Community: St. Louis – Missouri's Gateway to Prosperity

St. Louis was founded, designed and built more than 250 years ago to serve as the centerpiece of a vast inland empire – a feat early St. Louisans surpassed. The city developed quickly and became the “gateway” to western American expansion.

St. Louis today is an exciting metropolitan region with 2.9 million people, 18 Fortune 1000 companies and some of the largest private firms in the U.S. Among those industry leaders that maintain significant operations in St. Louis are Ameren, Anheuser-Busch In-Bev, AT&T, Boeing, BJC Healthcare, Centene, Edward Jones, Emerson, Enterprise, Express Scripts, General Motors, Maritz, MasterCard, Monsanto, Olin, Peabody Energy, Sigma Aldrich and Wells Fargo Advisors.

St. Louis is also home to numerous small and mid-sized companies that find the region’s know-your-neighbors Midwest vibe refreshingly supportive. Perhaps that’s why Popular Mechanics Magazine named St. Louis one of the nation’s best places to start a business.

With a central location, infrastructure capacity, favorable cost structure and high-quality cultural and educational institutions, St. Louis’ \$150 billion regional economy is broad and growing.

The 15-county region comprises hundreds of historic and diverse neighborhoods as well as dozens of world-class cultural and entertainment attractions.

Historic. Progressive. Diverse. St. Louis is an important national, economic and social asset.

St. Louis is Missouri’s gateway to prosperity.



Our Campus



1958



1960s





The University of Missouri–St. Louis is a success story.

As the largest research university located in Missouri's most populous and economically important region, UMSL provides excellent learning experiences and leadership opportunities to a diverse student body whose influence upon graduation is immense.

No other university brings more to bear on the advancement of St. Louis than UMSL – which is fitting for a campus created just for that purpose.

In 1958, residents of the Normandy School District passed a bond issue to purchase the Bellerive Country Club as its membership had decided to relocate. The district and its residents determined in the early 1960s that the best course of action was to lure a higher education institution to the site as a means of offering more opportunities to St. Louis-area residents and stabilizing nearby neighborhoods.

During this period, the University of Missouri – headed by President Elmer Ellis – was exploring the possibility of campuses in Kansas City and St. Louis. The university ultimately decided the Bellerive site was ideal for a St. Louis-area campus.

A deal was struck. Normandy would transfer ownership of the 128-acre country club for a nominal fee. In return, the university would establish a campus on the Bellerive site.

State lawmakers – unanimously in the Senate and on a vote of 150-3 in the House – passed legislation making the land transfer legal. Gov. John Dalton quickly signed the legislation into law.

In 1963, the University of Missouri–St. Louis opened on the grounds of a closed golf course in Normandy, Mo. It had one building, a handful of

1970s

faculty and fewer than 700 students. Classes were initially held in the former clubhouse and nearby storefronts along Natural Bridge Road.

At its dedication, Ellis affirmed that UMSL was beginning with a strong liberal arts curriculum as its foundation, but added, "What our successors in another generation will see to build, only time can tell."

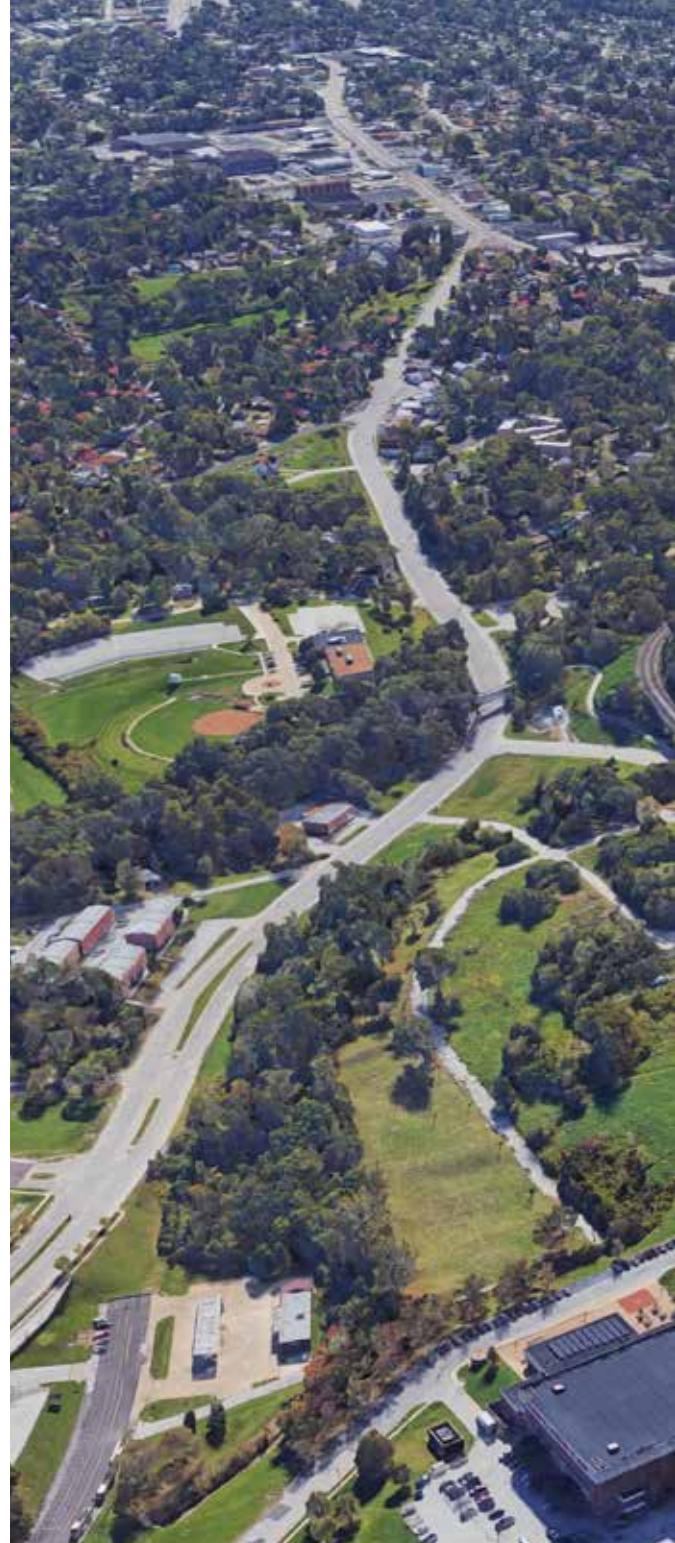
Ellis would be impressed.

Today, UMSL is spread across 450 acres of rolling hills in suburban St. Louis County. The campus has a wide array of academic and general-purpose buildings as well as a variety of student residence halls, condominiums and apartments. UMSL has developed a business park that houses the world headquarters of Express Scripts Inc. and operates several health-related facilities throughout the region. It also opened a building in Grand Center – the arts and entertainment district in St. Louis – that houses classes and St. Louis Public Radio.

UMSL has 1,500 faculty, 1,200 staff, 10 schools and colleges and a \$200 million annual budget. More than 96 percent of tenure and tenure-track faculty hold doctoral or terminal degrees in their respective fields and edit or have articles routinely published in a variety of nationally renowned academic journals. Several of the university's 91 degrees and programs have attained national recognition for quality, including biology, criminology, education, information systems, international business, nursing, optometry, psychology, public policy and tropical ecology.

UMSL enrolls nearly 17,000 students from 48 states and more than 100 countries. Despite its international flavor, the UMSL student body comes primarily from, and reflects the diversity of, the region. Providing area residents access to higher education remains a priority and a central focus in plans to meet the future needs of students and businesses.

Our Campus



1980s



The University of Missouri-St. Louis

1,500
faculty

1,200
staff

10
schools and
colleges

\$200 million
annual budget



1990s



2000s



A group of diverse people in graduation caps and gowns, looking down at a diploma.

Our Commitment

Our Commitment to Missouri and to the World

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, and our influence begins in our own backyard.

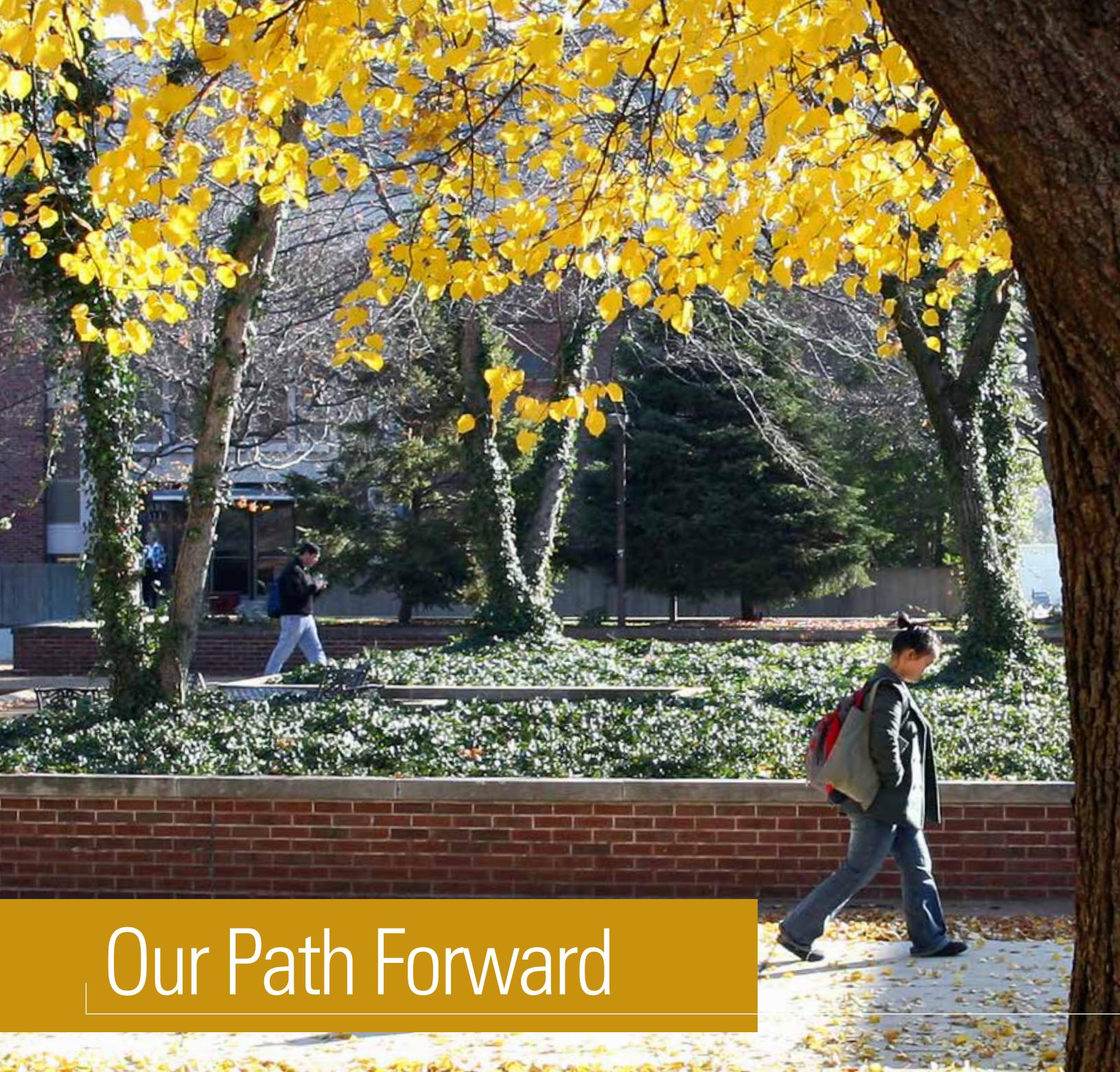
UMSL serves as a proud Anchor Institution in north St. Louis County. This role demands that we position ourselves not only as good neighbors but as active partners in the development of education, health-care, public safety, social service, business and industry initiatives that strengthen our communities, 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 have 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 continue to make St. Louis an exemplary, desirable place for corporations, technology start-ups and other industry innovators who have the power to bring growth, oppor-

tunity 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 and multiple countries. 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.



Our Path Forward

The following pages detail a bold and expansive strategic plan – a roadmap that will guide our collective actions for the next five years and beyond. Our plan solidifies UMSL's commitment to the five Missouri compacts for excellence in the 21st century: Student Success, Research and Creative Works, Community Engagement and Economic Development, Inclusive Excellence, and Planning, Operations and Stewardship. Our six core values are an integral part of each compact. Trust, inclusion, innovation, access, success and engagement each support and are strengthened by the specific goals we have set. While no plan can be fully exhaustive or anticipate perfectly what the future may hold, every effort has been made to ensure that our goals and metrics are transparent, supported by relevant, comprehensive data, and are both realistic and ambitious. We submit this plan with the ultimate goal of positioning UMSL for a future that is full of progress and continued excellence.



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 from 10,250 to 11,250 by 2023 and to 12,250 by 2028.* Increase first- to second-year retention from 79% to 82% by 2023 and to 85% by 2028.
	<i>Retention</i>	Increase retention of Pell recipients from 69% to 80% by 2023 and to 82% by 2028. Increase retention of URM from 71% to 78% by 2023 and to 82% by 2028. Development will continue to fundraise for renewable scholarships, increasing funds available by 50% by 2023.
	<i>Degree completion</i>	Increase annual degrees conferred from 3000 to 3200 by 2023 and to 3500 by 2028. Increase six-year graduation rate from 60% to 65% by 2023 and to 68% by 2028.
Expand our diverse student population.	<i>Workforce development; diversity</i>	Increase underrepresented minorities enrolled from 18% to 20% by 2023 and to 22% by 2028. Expand diversity scholarship support 50% by 2018 and 100% by 2023. Increase international students enrolled from 3% to 5% by 2023 and to 7% by 2028.
Increase flexible pathways to degree completion.	<i>Workforce development</i>	Establish and expand the UMSLNOW (Night, Online, Weekend) program. Shift course offerings to support online, evenings, weekends, and as 4-, 6-, and 8-week course schedules by 25% by 2023 and by 30% by 2028.



Stay
at
UMSL

I CHOOSE UMSL

Excellence in Student Success (continued)

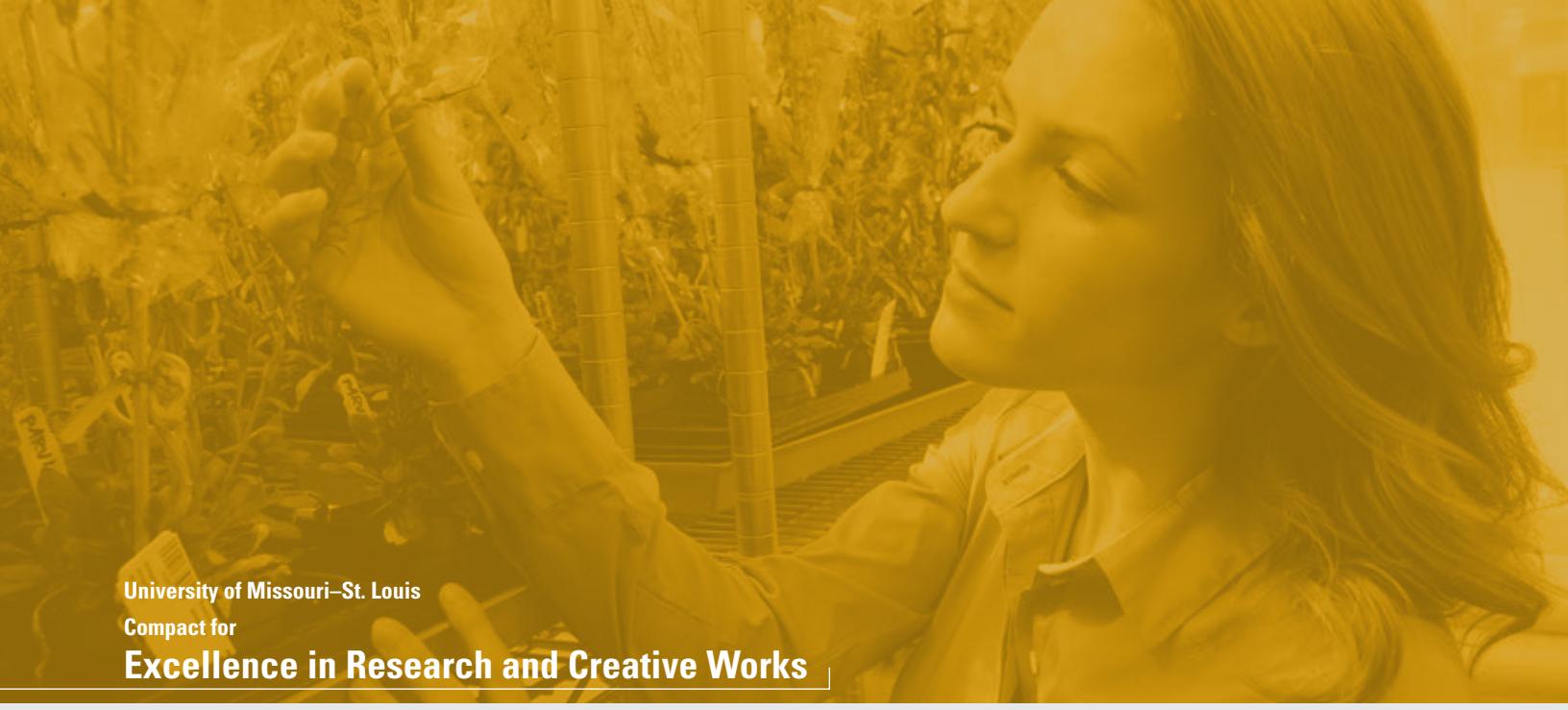
Objective (Outcome)	Primary Sub-goal supported	Metric
Enhance student support across campus.	<i>Student support and retention</i>	<p>Increase, enhance and align tutoring, supplemental instruction, peer mentoring, study hall services campus-wide by 2019.</p> <p>Implement an on-campus food pantry for students facing food insecurities.</p>
Increase year-round campus use to create environment for enrollment growth.	<i>Workforce development</i> <i>Recruitment</i>	<p>Audit and expand proportion of programs with year-round instructional offerings such as 3 semesters.</p> <p>Create infrastructure for summer camp support by 2019; Increase summer camps by 50% by 2023 and by 60% by 2028.</p>
Enhance academic quality and learning experiences.	<i>Academic quality</i>	<p>Maintain support for technological and pedagogical course development and modification through the Center for Teaching and Learning by 2019.</p> <p>Develop policy for current online courses to align with Quality Matters by 2018; Fully implement policy by 2020.</p>
		<p>Capitalize on UMSL Accelerate to refine current entrepreneurship coursework and develop new courses that distinguish and differentiate UMSL entrepreneurship as “next practices” and thought leaders by 2018; develop undergraduate and graduate degree program that grows enrollment by 2021.</p> <p>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.</p> <p>Establish the Graduate Professional Development Program to include engagement by MU professional development staff and Hogan Leadership Focus assessment tests by 2018.</p>



Excellence in Student Success (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Strengthen collaboration and development of all student service advisors and administrative assistants across campus.	<i>Professional development; Student support; Retention</i>	<p>Provide annual development opportunities for advisers and student support staff by 2018.</p> <p>100% of student service advisors and administrative assistants use all available electronic resources to assist students (ie. Starfish, etc.) by 2018 through ongoing required training and assessment.</p>
Expand and enhance campus student employment and internships.	<i>Workforce development; Learning experiences</i>	<p>Increase student employment opportunities by 20% by 2023 and by 30% by 2028.</p> <p>Increase internship opportunities by 20% by 2023 and by 25% by 2028.</p> <p>Assess and develop competencies for all student employment experiences by 2023.</p>
Decrease debt at graduation and loan default rates.	<i>Debt at graduation</i>	<p>Development will continue to fundraise for UMSL grant and microgrant funding, increasing funds available by 50% by 2023.</p> <p>Explore current use of open source textbooks by 2018; expand use by 2019.</p> <p>Pilot Financial Literacy Programming by 2018; implement and expand by 2019.</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 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.

Objective (Outcome)	Primary Sub-goal Supported	Metric
Enhance and expand capabilities of the Office of Research Administration (ORA) to increase research and creative support.	<i>Research and creative activity</i> <i>Research</i>	Realign F&A cost recovery to increase direct support and growth of ORA by 2019. Use 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. Maintain a searchable database within ORA of faculty areas of expertise as well as campus research resources, such as major lab instrumentation, computational facilities, specialized software, and large databases, which will be available to faculty at all four UM campuses.
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 2018. Establish campus peer review panels in various disciplines to provide feedback on proposals prior to submission.

Excellence in Research and Creative Works (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Increase support for interdisciplinary research and projects.	<i>Interdisciplinary research</i>	Hire a “lead” faculty member in each of three programs identified in the Academic Program Prioritization as having potential for significant growth by 2023. Continue to maximize use of Accelerate space in Cortex for student and multidisciplinary faculty and staff engagement. ORA will establish a program to increase research cooperation between departments and foster interdisciplinary research and relationships by 2020.
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>	Increase the number of journal articles and citations by 10%/yr through 2023. Increase the number of juried performances and national faculty awards by 5%/yr through 2023. Establish ORA program to engage senior faculty mentors and provide formal recognition for mentorship (merging with mentorship program - IE) by 2023. Work with Development 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 a metropolitan land-grant institution—an essential partner in generating an educated work force, enhancing economic development, supporting broad-based service delivery, facilitating neighborhood renewal and fostering **inclusion** and understanding. This compact outlines the 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.

Community Engagement and Outreach

Objective (Outcome)	Primary Sub-goal Supported	Metric
Support faculty, staff, and students in (1) broadening their worldview regarding social and economic inequalities, (2) understanding diverse backgrounds, perspectives, and experiences, and (3) participating in the civic process.	<i>Programs for educational, health, cultural, economic and social outreach</i>	Number of grants, publications, presentations and projects on community, social and economic issues included in MyVita data with incremental 10% increases each year. Number of campus forums on community, social and economic issues and related attendance.
Increase the number of community members engaged in outreach activities.		Establish baseline and then increase by 10% by 2023 the continuing education and partner program activities targeting adults. Track and increase by 10% per year up to 2023 the number of K-12 students engaged in UMSL-sponsored programs and activities.
Engage the community with faculty expertise and knowledge base and recognize and celebrate community engagement at all levels.	<i>Programs for educational, health, cultural, economic and social outreach</i>	Develop the UMSL Professors Lecture Series by 2019. Establish civic and community engagement recognition and award system for faculty and staff by 2019. Increase number of nominations for civic and community engagement awards by 20% by 2023.

Excellence in Community Engagement and Economic Development (continued)

Community Engagement and Outreach

Objective (Outcome)	Primary Sub-goal supported	Metric
Integrate community engagement as a critical component of a university education and collegiate experience.	<i>Programs for educational, health, cultural, economic and social outreach</i>	<p>Integrate co-curricular student involvement tracking system for volunteerism and service by 2019.</p> <p>Improve tracking and increase number of service-learning courses and faculty using this pedagogy by 10% by 2023.</p> <p>Implement use of community engagement sections within MyVita.</p>
Cultivate alumni and donor constituencies, and leverage alumni and donor relationships.	<i>Develop new civic partnerships</i>	Increase total value of donations from alumni and donors to support civic partnerships by 10% by 2023.

Economic Development

Ensure that UMSL contributes to the economic, social, environmental, educational, and political vitality of surrounding communities.	<i>Programs for educational, health, cultural, economic and social outreach</i>	Conduct an institutional Economic Impact Analysis by 2019.
Understand and communicate our economic impact to the region.	<i>Economic development</i>	<p>Develop metrics and then track outcomes to document the essential economic impact of graduates to the regional economy by 2019.</p> <p>Infuse our economic impact into branding and marketing campaigns.</p>
Develop our role and impact as an Anchor Institution.	<i>Institutionalize and strengthen the Anchor Mission within UMSL</i>	<p>Expand and define our Anchor Institution Mission to the broader region by 2018.</p> <p>Anchor Mission reflected and supported in structure of institution.</p> <p>Develop and commit to a set of Anchor Institution strategies and target goals with an implementation timeline by 2018.</p>





Excellence in Community Engagement and Economic Development (continued)

Economic Development

Objective (Outcome)	Primary Sub-goal supported	Metric
Develop our role and impact as an Anchor Institution.	<i>Institutionalize and strengthen the Anchor Mission within UMSL</i>	<p>Measure community residents' and partner organizations' attitudes towards UMSL's Anchor Institution activities using Higher Education's Anchor Mission Report (2018 to establish baseline and again in 2021 to measure progress).</p> <p>Double circulation of UMSL community newsletter (Community Connections) by 2019.</p> <p>Measure and report on UMSL's Anchor Institution activity and impact.</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>
Partner with community partners to leverage community assets and address needs to fulfill UMSL's role as a participant in national Anchor Institution initiative.	<i>Economic development</i>	<p>Convene community partners around local hiring and local procurement strategies by 2018.</p> <p>UMSL will increase number of local hires and dollar amount of local procurement contracts by 10% by 2019.</p> <p>Apply to a national foundation for funding of Anchor Institution Collaboration led by UMSL by 2019.</p> <p>Assess assets and needs of surrounding communities to identify gaps in civic and economic partnerships and practices with recommended adjustments to anchor strategy by 2019.</p>
Increase the level of corporate collaboration.	<i>Corporate collaboration</i>	<p>Develop corporate engagement strategies specific to each unique college and department by 2023.</p> <p>Expand the influence and success of UMSL Accelerate by successfully completing the 2nd cohort of the Ameren Accelerator by 2020 and continue efforts to leverage this success to other corporate clients.</p>



Excellence in Community Engagement and Economic Development (continued)

Economic Development

Objective (Outcome)	Primary Sub-goal supported	Metric
Increase the level of corporate collaboration.	<i>Corporate collaboration</i>	<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 in 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>

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 promote 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.		Create and implement a marketing campaign targeting diverse student populations by 2020. Create brochures by 2018.
	<i>Recruitment</i>	Expand successful Bridge Saturday Academy Program; increase number of schools impacted from 111 to 116 and add 100 more students by 2019.
		Increase the number of students in the 9 th -10 th Grade Bridge Summer Academy Program by 100 by 2019.
		Support expansion of the Bridge and Pre-collegiate Program by hiring an assistant director by 2018.
		Expand Opportunity Scholars Program, a prestigious scholarship 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.



Inclusive Excellence (continued)

Objective (Outcome)	Primary Sub-goal Supported	Metric ** Included in Inclusive Excellence Plan
Engage and reengage our diverse student population.	<i>Engagement; Inclusion</i>	<p>Establish a multicultural student center that becomes the framework for programming and support; explore in 2018 and implement in 2019.</p> <p>Reinvigorate the African/African American Studies minor by 2019; explore possibilities of a major by 2020.</p> <p>Establish inclusivity marketing internship(s) for international students by 2023.</p> <p>Explore URM student associations by 2019.</p> <p>Initiate Diversity Dialogues: Lunch and Learn – Breaking Barriers, You Matter workshops by 2020.</p> <p>Establish URM graduate student networking receptions with faculty and alumni by 2018.</p> <p>Implement online Diversity 101 training program supported by the UM System Diversity, Equity and Inclusion office by 2020.</p> <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 by 2020.</p>
Engage and reengage our diverse faculty and staff.	<i>Engagement; Inclusion</i>	<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.</p>



Inclusive Excellence (continued)

Objective (Outcome)	Primary Sub-goal Supported	Metric ** Included in Inclusive Excellence Plan
Create a culture of inclusion.	<i>Inclusion</i>	Initiate Fair and Impartial Policing and Racial Profiling training for campus police officers, provided by the Police Academy, by 2018. Maintain the Chancellor's Cultural Diversity Council (CCDC); CCDC will review results of the 2016 Climate Survey and provide recommendations to campus, by 2018.
Engage alumni from diverse populations in student recruitment, retention, and fundraising.	<i>Access, success, engagement</i>	Establish one new alumni chapter each year from each of the following populations: Hispanic, Asian, International, Veteran and LGBTQ, implemented by 2023.
Increase outreach to historically underrepresented and underserved populations throughout Missouri.	<i>Access, success, engagement</i>	Initiate annual thematic conference, lecture series, and community workshops on a broad-based inclusionary topic for the campus, regional, and state community by 2019. First conference – Living Together in St. Louis: How do I talk about race? – to be held in 2020.

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 economic development. This compact details efforts to maintain public **trust** and achieve operational excellence and efficiency through internal and cooperative planning and restructuring.

Objective (Outcome)*	Primary Sub-goal supported	Metric
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 implement 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. Market demographics/size and share by 2019. Regional long-term goals by 2019. Total student credit hour metrics by 2019.
Implement Master Plan components.	<i>Long-term planning process for capital needs</i>	Complete Master Plan by 2018. Implement initial stages of Master Plan by 2023.





Excellence in Planning, Operations and Stewardship (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Utilize IT resources to partner in solving business problems across campus in alignment with UM System priorities.	<i>Campus priorities</i>	Rolling 5-year organizational roadmap with phased implementation milestones by 2018 – to be revised each year.
Identify redundancies in support function processes and tools and adopt efficient organization 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.
		Realize efficiencies and realign resources to campus priorities starting in 2018.
Develop and support campus analytics services to provide statistical and operations research models for forecasting, simulation, and optimization.	<i>Measures of accountability visible to all stakeholders</i>	Analytics personnel in place by 2019. Initial financial models published by 2020. Self-service capabilities for all campus business managers by 2020.
Provide local leadership and System-level collaboration to define and design the HR service delivery model.	<i>Campus priorities</i>	Participate in the achievement and lead the local implementation of System-wide HR goals. Results of satisfaction surveys from campus leadership and staff. Support the activity analysis survey to better understand total HR workload, including non-HR personnel performing HR work. Identify key processes and opportunities to improve efficiency and reduce waste.



Excellence in Planning, Operations and Stewardship (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Expand campus talent management framework and resources for career planning, leadership development and succession in alignment with UM System talent management strategies.		<p>Support Anchor Dashboard through increased hiring in Anchor communities.</p> <ul style="list-style-type: none">■ <i>Increased percentage of new hires from Anchor Dashboard area</i>
		<p>Create pre-screened applicant pools for high-demand jobs (i.e. office support & business support roles).</p> <ul style="list-style-type: none">■ <i>Reduced time to hire</i>
	Campus priorities	<p>Implement skills testing of finalist pools for staff support jobs.</p> <ul style="list-style-type: none">■ <i>Improved placement success</i>■ <i>Improved new-hire performance</i>■ <i>Improved satisfaction of hiring managers</i>■ <i>Reduced turnover</i>
		<p>Conduct talent reviews to identify high potential talent.</p> <ul style="list-style-type: none">■ <i>Talent reviews conducted</i>
		<p>Create development plans for identified high-potential talent.</p> <ul style="list-style-type: none">■ <i>High-potentials with development plans</i>
		<p>Maintain or achieve parity in promotion rates between minority and non-minority staff.</p> <ul style="list-style-type: none">■ <i>Difference between promotion rates for minority and non-minority staff is statistically insignificant</i>
		<p>Pay Faculty and Staff fairly relative to appropriate comparative institutions.</p> <ul style="list-style-type: none">■ <i>Average compa-ratio for benefit-eligible full-time staff with more than 5 years of service exceeds .95</i>



Excellence in Planning, Operations and Stewardship (continued)

Objective (Outcome)	Primary Sub-goal supported	Metric
Partner with Academic Affairs and UM System HR to develop faculty-focused HR services/functions.	<i>Campus priorities</i>	Have a minimum of 1.0 FTE dedicated to supporting academic & faculty-focused HR matters.
Develop and implement plans for managing and accounting for space usage.	<i>Long-term planning processes for operating and capital needs</i>	<p>Square footage measure of utilization by credit hours taught for classroom space in each building housing classrooms (minus online classes) by 2022.</p> <p>Square footage measure of office space utilization by number of full-time faculty/staff use by 2022.</p> <p>Consolidate underutilized space (both class and office) by 2022.</p>
Develop and implement Safety Committee to assist with determining needs, set priorities, advise and make recommendations concerning needed safety initiatives and costs.		<p>Complete purchase of smart phone safety app (RAVE Guardian) by 2018.</p> <p>Analyze need for classroom door locks by 2019.</p> <p>Re-examine swipe card access project by 2019.</p> <p>Develop marketing for "Safe Campus" initiative-by 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.**

