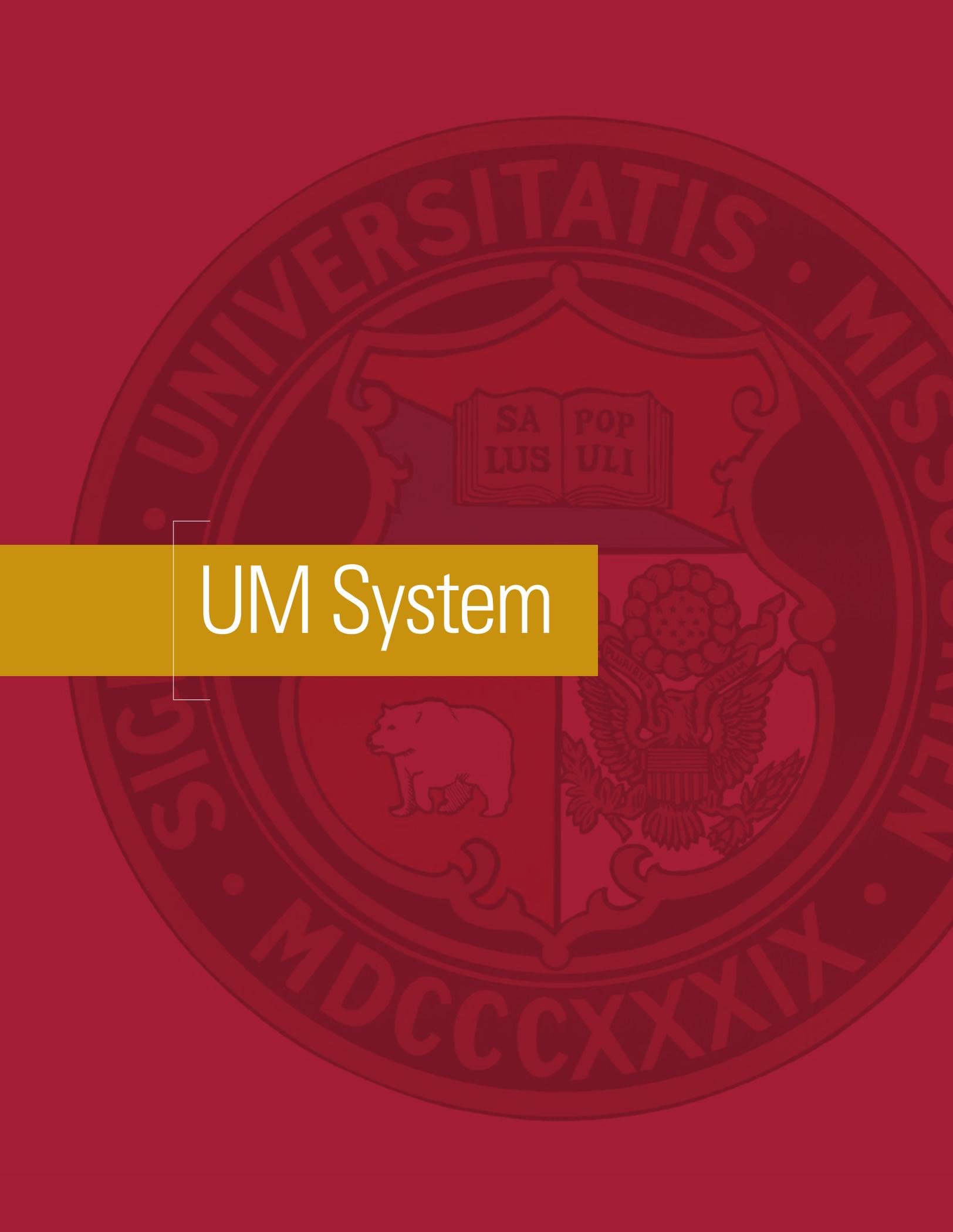




**UMSL**

*University of Missouri—St. Louis*

**Strategic Plan** 2018-2023

The background of the image is a dark red color with a large, faint watermark of the University of Mississippi seal. The seal is circular and contains the text "UNIVERSITATIS MISSISSIPPIENSEM" around the top and "SIGILLUM UNIVERSITATIS MISSISSIPPIENSEM" around the bottom. In the center of the seal is a shield divided into four quadrants: top-left contains an open book with the text "SA LUS POP ULI"; top-right contains a laurel wreath; bottom-left contains a bear; bottom-right contains an eagle with wings spread. The text "UM System" is overlaid on a yellow rectangular banner in the center of the image.

# UM System



## Unified public education for the greater good

*The University of Missouri System exists to deliver excellence in teaching, research and creative works, economic development, engagement and inclusion.*

Formed in 1963, the UM System consists of system administration and four universities: the University of Missouri–Columbia, the University of Missouri–Kansas City, the Missouri University of Science and Technology and the **University of Missouri–St. Louis**. Each university’s component parts, including but not limited to MU Health, MU Extension and UM Engagement, are an integral part of the system as well.

The UM System is organized to achieve more collectively than any component part could achieve individually. This principle guides decision makers in managing affairs, whether they be in academic, research or business operations.

It is the fundamental responsibility of each UM System university and its leaders to effectively manage resources to achieve the vision and mission of the UM System. Such a responsibility compels everyone involved to look beyond individual universities and interests and to enable the UM System as a whole to meet the needs of the people of Missouri, the nation and the world.



# UMSL

*University of Missouri–St. Louis*

## Mission Statement

As the metropolitan, land-grant, research institution serving the most diverse and economically important region in Missouri, the University of Missouri–St. Louis delivers exceptional educational, research and engagement experiences that inform, prepare, challenge and inspire.

**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 foster trust with students, colleagues and friends through respectful interactions, clear expectations and soundly ethical research pursuits. To be deserving of this trust is more than a pursuit. It is the very heart of our mission, the basis of our integrity and the foundation that makes the rest of our values and goals a possibility.



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.





Trust

Inclusion

Innovation

Access

Success

Engagement

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*

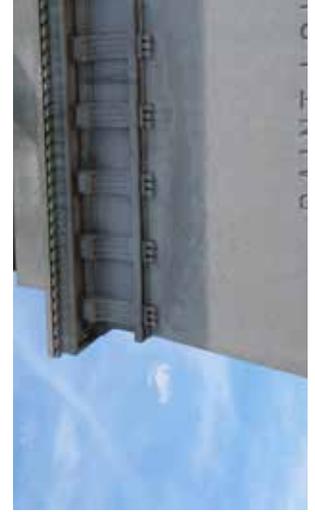
We believe it is our duty and responsibility to reach out with open minds, invite others into conversation and create solutions. We use our energy, wisdom and resources to forge partnerships – across campus, within the community and around the world – that are built in the spirit of collaboration. We 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, Bayer, Olin, Peabody Energy, Millipore Sigma 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 public 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 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.



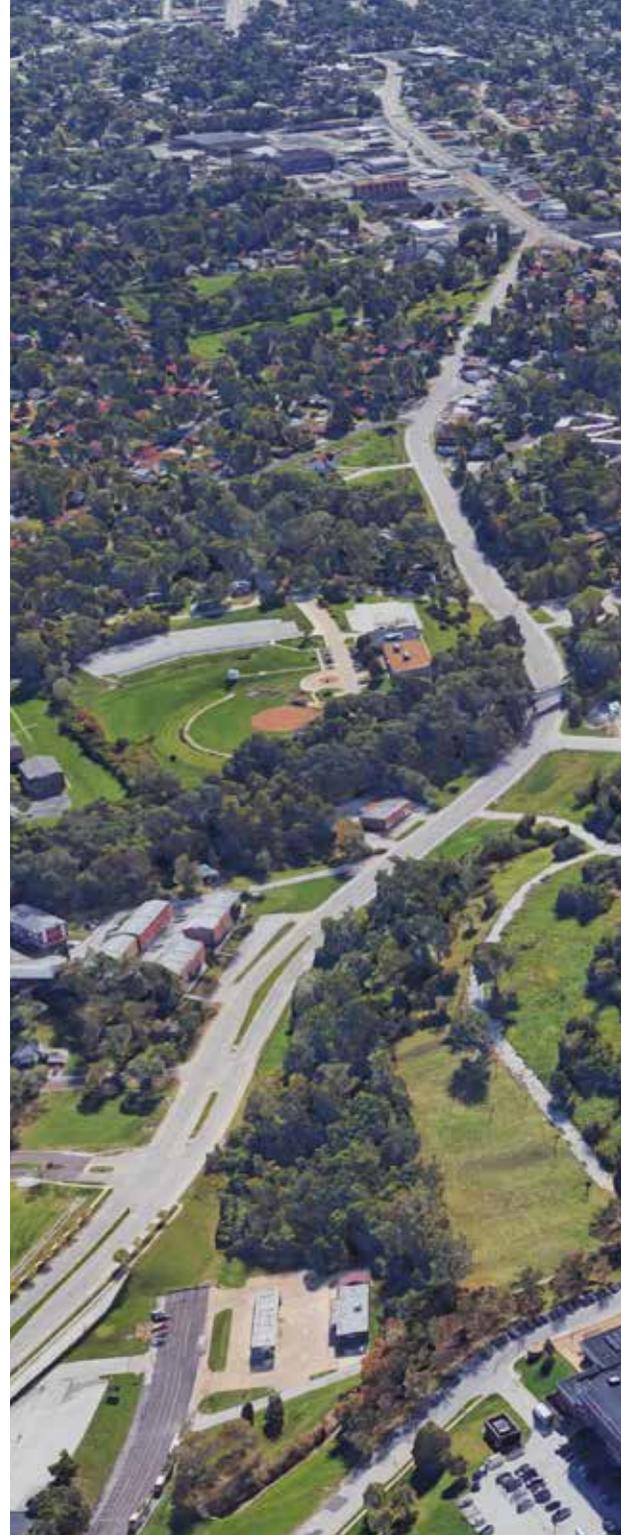
1970s



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 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 17,000 students from 47 states and more than 30 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



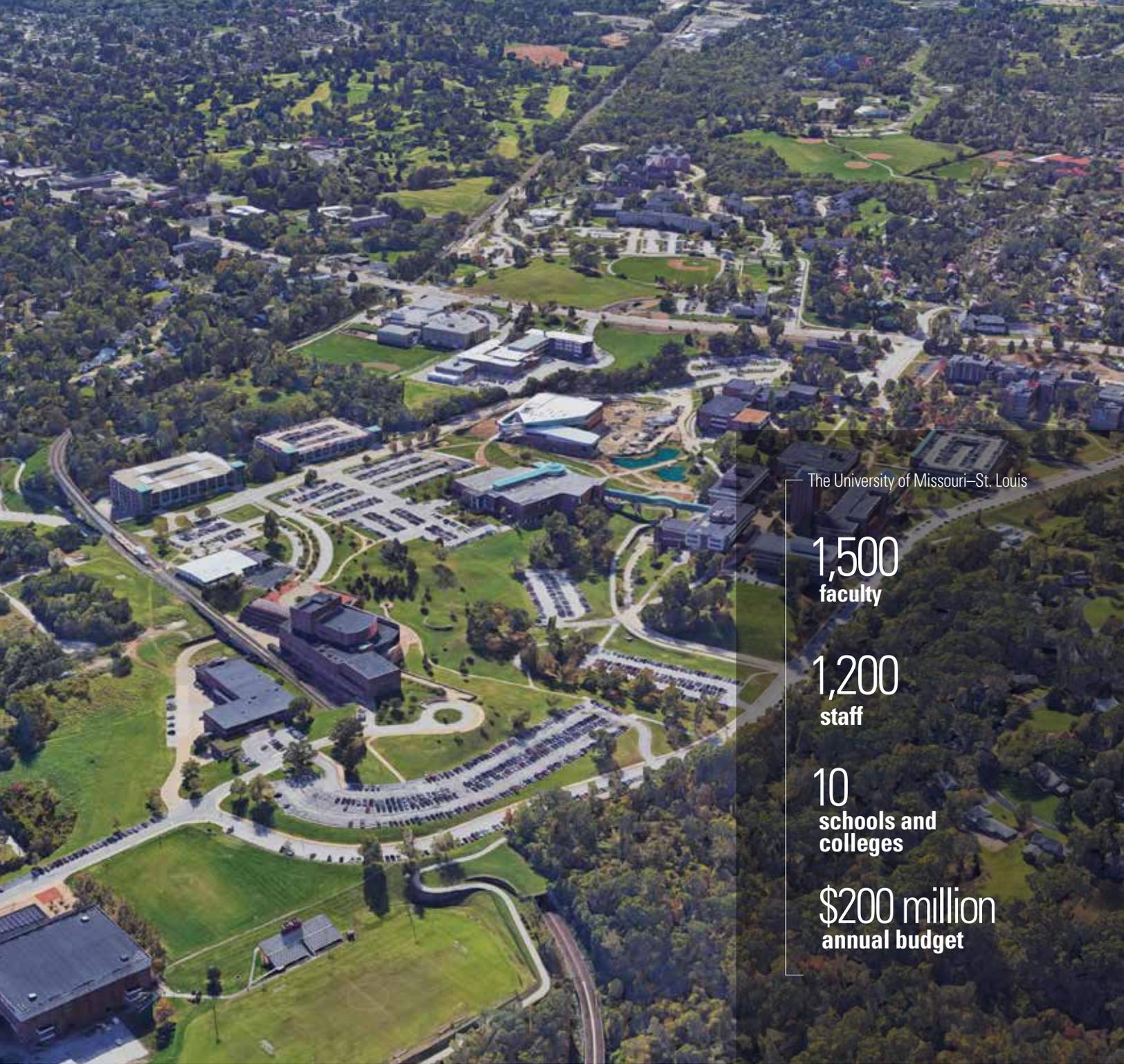
1980s



1990s



2000



The University of Missouri–St. Louis

**1,500**  
faculty

**1,200**  
staff

**10**  
schools and  
colleges

**\$200 million**  
annual budget



**2015**



**2016**



**2017**



# Our Commitment

## Our Commitment to Missouri and to the World

More than 72 percent of our over 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 startups 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 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 actions are transparent and supported by relevant, comprehensive data that is ambitious yet realistic. 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.**

**Goal**

Increase the number of educated citizens in the St. Louis region

**Actions**

- Increase the total enrollment of degree-seeking students from 10,250 to 11,250 by 2023.
- Increase first- to second-year retention rates from 79% to 82% by 2023.
- Increase retention of UMSL's Pell grant recipients from 69% to 80% by 2023.
- Increase retention of underrepresented minorities from 71% to 78% by 2023.
- Fundraise for renewable scholarships, increasing funds available by 50% by 2023.
- Increase annual degrees conferred from 3000 to 3200 by 2023.
- Increase six-year graduation rate from 60% to 65% by 2023.

**Goal**

Expand our diverse student population

**Actions**

- Increase percentage of underrepresented minorities enrolled from 18% to 20% by 2023.
- Expand diversity scholarship support 50% by 2018 and 100% by 2023.
- Increase percentage of international students enrolled from 5% to 7% by 2023.

**Goal**

Increase flexible pathways to degree completion

**Actions**

- Establish and expand the UMSLINOW (Nights, Online, Weekends) program. By 2023 increase NOW degree programs by 25%; increase enrollment by 200%; and increase personalized advising and coaching support to keep pace with expansion.
- Shift course offerings to support online, evening, weekends and 4-, 6-, and 8-week course schedules by 25% by 2023.
- Collaborate across the UM System on increasing course-sharing by 2019.
- Adopt a clear policy on prior learning assessment and develop a process for granting PLA credit by 2020.



## Excellence in Student Success (continued)

### Goal

Enhance student support and engagement

### Actions

Increase, enhance and align tutoring, supplemental instruction, peer mentoring and study hall services campuswide by 2019.

Double the number of students participating in cocurricular activities by 2023; increase involvement of on-campus student population from 3,205 to 6,410 by 2023.

Explore expansion of health, counseling and wellness support structures by 2019.

Develop and enhance support services which address the unique needs of student parents by 2020.

Implement an on-campus food pantry for students facing food insecurities by 2019.

### Goal

Increase year-round campus use to create environment for enrollment growth

### Actions

Audit and expand the proportion of programs with year-round instructional offerings.

Create infrastructure for daytime and summer camp support by 2019.

Increase daytime and summer camps by 50% by 2023.

### Goal

Enhance academic quality and learning experiences

### Actions

Maintain support for technological and pedagogical course development and modification through the Center for Teaching and Learning by 2019.

Support and increase high quality teaching by implementing our Teaching Assessment Plan to increase student evaluation reporting, provide support for faculty with low evaluations, and celebrate high performing faculty.

Develop policy to peer-review online course design on a five-year schedule following nationally accepted best practices in online learning (quality matters, online learning consortium) by 2018; fully implement policy in 2019.

The Curriculum Alignment Process will oversee review of student learning outcomes for all degree programs by 2019; all courses will align with the program's identified student learning outcomes by 2020.

All degree programs will have two-and-four year academic maps outlining milestone courses and recommended sequencing for first-time on campus and transfer students by 2020.

The Curriculum Alignment Process will assist departments to streamline the course schedule reducing the number of changes to the course schedule by 20% by 2020.

Review and align general education courses to general education learning goals by 2020; develop an assessment plan and assess student performance in meeting the general education learning goals by 2023.

Expand on UMSL Accelerate to refine current entrepreneurship coursework and develop new courses that distinguish and differentiate UMSL entrepreneurship as "best practices" and thought leaders by 2019; develop undergraduate and graduate degree program that grows 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.

Explore the expansion of Living Learning Communities (LLC) in Residential Life and Housing by 2019.



## Excellence in Student Success (continued)

### Goal

Enhance academic quality and learning experiences  
(continued)

### Actions

Support excellent teaching by increasing the number of faculty who participate in the Center for Teaching and Learning professional development programming by 20%, from 504 to 605 by 2023.

The Center for Teaching and Learning will collaborate with faculty to review and/or redesign 20% of scheduled courses to develop and assess mastery of student learning outcomes by 2023.

As a member of the Generation Study Abroad Initiative, double the number of students who participate annually in study abroad experiences, from 142 to 284 by 2023.

Establish the Graduate Professional Development Program to include engagement by MU professional development staff and Hogan Leadership Focus assessment tests by 2018.

### Goal

Strengthen development of all advisors and student support staff and enhance collaboration between student support units across campus

### Actions

Provide annual access to intentional development opportunities on and off campus for advisors and student support staff by 2018.

Maximize collaboration in support of student success by setting clear expectations for 100% of advisors and student support staff to fully implement the unified advising record (MyConnect) by 2018.

Launch implementation plan for 100% of advisors to use all available degree tracking and mapping programs by 2019.

### Goal

Expand and enhance student employment and internships

### Actions

Increase on-campus student employment opportunities by 20%, from 1292 to 1550, by 2023.

Increase internship opportunities by 20%, from 767 to 920, by 2023.

Assess and develop competencies for all student employment experiences by 2023.

Increase employment outcomes rate of graduates from 85% to 90% in positions related to their major and career goals by 2023.

Enhance data collection of post-graduate outcomes by 10%, from 61% to 67% knowledge rate, by 2023.

### Goal

Decrease debt at graduation and loan default rates

### Actions

Increase the number of course sections using open/affordable educational resources and textbooks from 3% to 9% by 2020.

Development will continue to fundraise for UMSL grant and micro grant funding, increasing funds available by 50% by 2023.

Pilot Financial Literacy Programming by 2018; implement and expand by 2019.

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.

**Goal**

Enhance and expand the capabilities of the Office of Research Administration (ORA) to increase research and creative support

**Actions**

Realign F&A cost recovery to increase the 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.

**Goal**

Increase the number of successful proposals for external funding

**Actions**

Increase external research funding by 10%/yr, from \$24M to \$39M, through 2023.

Hire an additional grant writer by 2019.

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.

**Goal**

Increase research, publications and creative activity

**Actions**

Increase the number of journal articles, from 452 to 726, by 10%/yr through 2023.

Increase the number of books by 10%/yr, from 37 to 59, through 2023.

Increase the number of juried performances by 5%/yr, from 126 to 160, through 2023.

Establish an 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.

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## Excellence in Research and Creative Works (continued)

### Goal

Increase support for interdisciplinary research and projects

### Actions

Hire a "lead" faculty member in programs identified in the Academic Program Prioritization as having potential for significant growth by 2023.

Maximize use of Accelerate space in the Cortex for student and multidisciplinary faculty and staff engagement.

Establish a program to increase research cooperation between departments and foster interdisciplinary research and relationships by 2020.

---

### Goal

Bridge high value research and practice

### Actions

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 the level of corporate research collaboration.

Increase the number of invention disclosures, patents filed and license agreements signed in line with the increase in funded basic research.

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## 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

#### Goal

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

#### Actions

Establish a baseline and increase the number of grants, publications, presentations and projects on community, social and economic issues included in MyVita data by 10% each year.

Increase the number of campus forums on community, global, social and economic issues and related attendance.

#### Goal

Increase the number of community members engaged in outreach activities

#### Actions

Establish a baseline for continuing education and partner program activities that target adult student populations and then increase them by 10% by 2023.

Track and increase the number of K-12 students engaged in UMSL-sponsored programs and activities by 10% per year up to 2023.

#### Goal

Engage the community with faculty expertise and knowledge base and recognize and celebrate community engagement at all levels

#### Actions

Develop the UMSL Professors Lecture Series by 2019.

Establish a civic and community engagement recognition and award system for faculty and staff by 2019.

Increase the number of nominations for civic and community engagement awards by 20% by 2023.

#### Goal

Integrate community engagement as a critical component of a university education and collegiate experience

#### Actions

Integrate a cocurricular student involvement tracking system for volunteerism and service by 2021.

Improve tracking and increase the number of service-learning courses (156) and faculty (60) using this pedagogy by 10% by 2023.

Implement the use of community engagement sections within MyVita.

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

### Economic Development

#### Goal

Cultivate alumni and donor constituencies and leverage alumni and donor relationships

#### Actions

Increase the total value of donations from alumni and donors to support civic partnerships by 10% by 2023.

---

#### Goal

Understand and communicate our economic impact to the region

#### Actions

Conduct an Institutional Economic Impact Analysis by 2019.

Develop metrics and track outcomes to document the essential economic impact of graduates on the regional economy by 2019.

Infuse our economic impact into branding and marketing campaigns.

---

#### Goal

Develop our role and impact as an Anchor Institution

#### Actions

Expand and define our Anchor Institution Mission to the broader region by 2018.

Ensure that the Anchor Mission is reflected and supported in the structure of institution.

Develop and commit to a set of Anchor Institution strategies and target goals with an implementation timeline by 2018.

Measure community residents' and partner organizations' attitudes towards UMSL's Anchor Institution activities using Higher Education's Anchor Mission Report (by 2018 to establish baseline and again in 2021 to measure progress).

Double the circulation of UMSL's community newsletter Community Connections by 2019.

Measure and report on UMSL's Anchor Institution activity and impact.

Collect anchor dashboard metrics and conduct an Institutional Activity Assessment as identified in Higher Education's Anchor Mission Report.

Annually report on A) Institutional Effort and B) Community Outcomes by 2019.



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**BIG**  
EVENT

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EVENT.

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

### Economic Development

Goal	Actions
Work with community partners to leverage community assets and address needs to fulfill UMSL's role as a participant in the national Anchor Institution initiative	<p>Convene community partners around local hiring and local procurement strategies by 2018.</p> <p>UMSL will increase number of local hires and % of local procurement contracts (currently 2% of total) by 10% by 2020.</p> <p>Apply to a national foundation for funding of an 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; provide recommended adjustments to anchor strategy by 2019.</p>

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Goal	Actions
Increase the level of corporate collaboration	<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 second cohort of the Ameren Accelerator by 2020 and continue efforts to leverage this success to other corporate clients.</p> <p>Create an official UMSL Accelerate designation unit to enable clear synergies across UMSL and all UM System campuses by 2019.</p> <p>Scale Corporate Accelerator to three cohorts per year beginning in 2019.</p> <p>Pilot Corporate Accelerator program at MU and UMKC by 2019.</p> <p>Create a centralized online portal to connect companies to university resources such as faculty expertise, university intellectual property, advanced instrumentation and specialized facilities by 2020.</p> <p>Encourage 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>

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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.**

**Goal**

**Expand our diverse student population**

**Actions**

- Create and implement a marketing campaign targeting diverse student populations by 2020 (brochure by 2018).
- Expand the successful Bridge Saturday Academy Program: increase the number of schools impacted (from 111 to 116) and add 100 more students by 2019.
- Increase the number of students in the 9th-10th 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 the Opportunity Scholars Program, a prestigious scholarship aimed at first generation and URM students; expand interview day by 30% for a minimum total of 23 interviewees by 2019, increase student yield of each group by 80% by 2023.
- Formalize the Faculty Ambassador Program for faculty to recruit internationally by 2020.

**Goal**

**Engage and reengage our diverse student population**

**Actions**

- Reinvigorate the African/African American Studies program by 2019.
- Establish a multicultural student center that becomes the framework for programming and support; explore in 2018-19 and implement in 2019-20.
- Establish inclusivity marketing internship(s) for international students by 2023.
- Explore URM student associations by 2019.
- Initiate Diversity Dialogues: Lunch and Learn – Breaking Barriers, You Matter workshops by 2020.
- Establish URM graduate student networking receptions with faculty and alumni by 2018.
- Implement the online Diversity 101 training program supported by the UM System Diversity, Equity and Inclusion office by 2020.
- Use the National Center for Faculty 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.



## Inclusive Excellence (continued)

### Goal

Engage and reengage our diverse faculty and staff

### Actions

- Promote UMSL participation in the UM System Dr. Elson S. Floyd Administrative Leadership Development Program (ALDP) by 2018.
- Create the 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.
- Initiate a faculty cross-cultural/cross-disciplinary dialogue program similar to that initiated at UMKC with their organizational support.
- Create a 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.
- 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.

### Goal

Create a culture of inclusion

### Actions

- Maintain the Chancellor's Cultural Diversity Council; CCDC will review results of the 2016 Climate Survey and provide recommendations to campus by 2018.
- Create a formal disability education module for faculty and staff by 2020.
- Initiate Fair and Impartial Policing and Racial Profiling training for campus police officers, provided by the Police Academy, by 2018.
- Engage diverse perspectives in fact-based civil conversations about national, regional and local issues.

### Goal

Engage alumni from diverse populations in student recruitment, retention and fundraising

### Actions

- Establish one new alumni chapter per year from each of the following populations: Hispanic, Asian, International, Veteran and LGBTQ; implement by 2023.

### Goal

Increase outreach to historically underrepresented and underserved populations throughout Missouri

### Actions

- 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 2019.
- Increase UMSL's average score on the Campus Pride Index from 3.5 stars to 4.5 stars by 2020.



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.

### Goal

Reallocate resources to academic programmatic areas of growth, strength and excellence

### Actions

- Complete Academic Program Prioritization by 2018.
- Start implementation of Academic Program Prioritization by 2018.
- Conduct annual analysis of academic programs, using updated data from the Academic Program Prioritization.

### Goal

Implement a long-range financial planning cycle

### Actions

- Completion of a process, tools and training for the five-year plan by 2018.
- Establish usage overhead rates and depreciation by 2018.
- Deliver tools and resources to provide margin-based data to support budget planning by 2018.

### Goal

Implement long-range enrollment plan

### Actions

- Implement Five-Year Planning to include market demographics size and share, regional long-term goals and total student credit hour metrics by 2019.
- Establish market demographics/size and share by 2019.
- Establish regional long-term goals by 2019.
- Identify total student credit hour metrics by 2019.

### Goal

Implement Master Plan components

### Actions

- Complete the Master Plan by 2018.
- Implement initial stages of the Master Plan by 2023.

### Goal

Utilize IT resources to partner in solving business problems across campus in alignment with UM System priorities

### Actions

- Establish a rolling five-year organizational roadmap with phased implementation milestones by 2018; revise each year.
- Bolster active management of campus partnership through assignment of IT relationship managers by 2019.
- Develop active IT governance model to standardize technologies to scale across campuses by 2019.

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

<b>Goal</b> Identify redundancies in support function processes and tools and adopt efficient organization structure	<b>Actions</b> Establish a long-term organizational roadmap with phased implementation milestones 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.
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<b>Goal</b> Develop and support campus analytics services to provide statistical and operations research models for forecasting, simulation and optimization	<b>Actions</b> Have analytics personnel in place by 2019. Publish initial financial models by 2020. Establish self-service capabilities for all campus business managers by 2020.
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<b>Goal</b> Provide local leadership and System-level collaboration to define and design the HR service delivery model	<b>Actions</b> Participate in the achievement and lead the local implementation of System-wide HR goals. Receive and clarify the results of satisfaction surveys from campus leadership and staff. Identify key processes and opportunities to improve efficiency and reduce waste.
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<b>Goal</b> Expand the campus talent management framework and resources for career planning, leadership development and succession in alignment with UM System talent management strategies	<b>Actions</b> Support the Anchor Dashboard through increased hiring in Anchor communities. Create pre-screened applicant pools for high-demand jobs (i.e. office support & business support roles). Implement skills testing of finalist pools for staff support jobs. Conduct talent reviews to identify high-potential talent. Create development plans for identified high-potential talent. Achieve and maintain parity in promotion rates between minority and non-minority staff. Pay faculty and staff fairly relative to appropriate comparative institutions.
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## Excellence in Planning, Operations and Stewardship (continued)

<b>Goal</b> Partner with Academic Affairs and UM System HR to develop faculty-focused HR services/functions	<b>Actions</b> Have a minimum of 1.0 FTE dedicated to supporting academic and faculty-focused HR matters.
<b>Goal</b> Develop and implement plans for managing and accounting for space usage	<b>Actions</b> Establish a square footage measure of utilization by credit hours taught for classroom space in each building with classrooms (minus online classes) by 2022. Establish a 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.
<b>Goal</b> Develop and implement a Safety Committee to assist with determining needs, set priorities, advise and make recommendations concerning needed safety initiatives and costs	<b>Actions</b> Complete the purchase of a smart phone safety app (RAVE Guardian) by 2018. Analyze the need for classroom door locks by 2019. Re-examine the swipe card access project by 2019. Develop marketing for the "Safe Campus" initiative by 2018.



University of Missouri–St. Louis

Appendix –

## UMSL Areas of Distinction

### Campus reputation

- Forbes Magazine calls UMSL one of “America’s Best Colleges.” The magazine’s editors said they focused on the things that matter most to students: quality of teaching, great career prospects, graduation rates and low levels of debt.
- Business Insider ranks UMSL No. 1 in Missouri for affordability/quality, proving that UMSL students enjoy the best educational value in the state.
- Great Value Colleges spotlights UMSL’s commitment to nontraditional students, ranking the university 5<sup>th</sup> nationally in its “50 Best Colleges for Adult Education” survey.
- U.S. News places UMSL on its “A+ Schools for B Students” college list, which examines universities by their applicants’ test scores and class standing – looking specifically at where students with strong GPAs and test scores choose to go and have a chance to thrive.

### Programmatic Excellence

- U.S. News has consistently ranked UMSL doctoral program in criminology and criminal justice among the top 5 such programs nationally.
- U.S. News has ranked UMSL’s international business undergraduate program among its top 25 such programs for 15 consecutive years.
- The College of Business Administration is among only 2% of business programs nationally with dual accreditation from the Association to Advance Collegiate Schools of Business. The areas of accreditation are business and accounting.
- The College of Education is the largest producer of education professionals in the St. Louis region and consistently receives top ratings on the Missouri Department of Education’s Annual Performance Report. Its programs also consistently rank well in U.S. News, Affordable Colleges Online and Academic Analytics.
- The College of Optometry boasts exceptional pass rates on national licensing exams. It is one of only 21 optometry programs in the United States and the only such college in Missouri.
- The College of Nursing is one of the leading producers of professionals for the region’s vast health-care providers and consistently ranks well in U.S. News and other program-specific publications for quality.

- UMSL is a state leader in mental health education, research and outreach through its Department of Psychological Sciences, Missouri Institute of Mental Health, Center for Trauma Recovery, Center for Behavioral Studies and Children’s Advocacy Center. U.S. News lists its clinical psychology graduate program among the nation’s best.
- The master’s in philosophy program has been rated top 10 in the country by The Philosophical Gourmet, with the reviewer pointing out that such a high-ranking MA program is likely to be superior to many PhD programs. This also guarantees that the undergraduate program is of the highest quality.
- UMSL is one of only two institutions in Missouri with the National Security Agency/ Department of Homeland Security designation as a National Center of Academic Excellence in Cyber Defense Education.
- The UMSL/Washington University Joint Engineering program is the first and most successful accredited program involving a public and private university designed primarily to serve diverse, part-time students. Its undergraduate programs are ranked in the top third nationally by U.S. News.
- UMSL Accelerate is an academic initiative that fosters entrepreneurship and innovative thinking in and outside of the classroom and helps bring concepts from mind to market. It is a primary partner in the Ameren Accelerator – the first-ever accelerator to focus primarily on energy technologies.
- UMSL’s Whitney R. Harris World Ecology Center is the nation’s largest and most diverse program in biology conservation. Academic and research partners include the Missouri Botanical Garden and Saint Louis Zoo.

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### Unique attributes

- UMSL is a three-time recipient of the Higher Education Excellence in Diversity Award from INSIGHTS into Diversity magazine – the oldest publication specializing in this area.
  - Military Times has named UMSL to its “Best for Vets” list for four consecutive years.
  - UMSL athletes are students first. A record 120 UMSL student athletes [out of 200] earned Academic All-Conference honors last academic year from the Great Lakes Valley Conference.
  - UMSL’s award-winning Bridge Program provides high school students a broad range of high-quality, stimulating educational experiences that contribute to their successful transition to college. In fact, 100% of Bridge graduates enroll at a two-year or four-year college.
  - UMSL has issued about 114,000 degrees to more than 100,000 individuals – 75 percent of whom work and live in Missouri. UMSL has the largest alumni network in and greatest impact on the St. Louis region.
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University of Missouri–St. Louis

Appendix –

## UMSL SWOT

**The University of Missouri–St. Louis is the largest public research institution in eastern Missouri with the greatest concentration of alumni in the state’s most diverse and economically important region. It delivers exceptional educational, research and engagement experiences that inform, prepare, challenge and inspire.**

### Strengths

- Academic reputation/faculty
- Value perception/competitive tuition
- Metropolitan location
- Large regional alumni base
- Improving brand awareness
- Fiscal management/efficiency
- Diversity & inclusion
- Transfer services/articulation agreements
- Dual credit programs
- Pre-collegiate partnerships
- Member of UM System
- New buildings/acreage for growth

### Weaknesses

- Continuous budget cuts/reallocations
- Financial aid packages do not meet the need/match the composition of student body
- Underdeveloped campus life, student housing and nearby amenities
- Limited number of staff
- Underfunded research
- Deferred maintenance

## Opportunities

- Recruit international/out-of-state students
- Demand for online programs/courses as well as new programs
- On-site cohort programs at businesses/government
- More seamless credit transfer agreements
- Better leverage metropolitan location for partnerships, internships and fundraising/scholarships
- Increase collaborations across UM System – such as PMI and TPMC

## Threats

- Continuous decline in state/federal support for higher education
- 22 regional brick/mortar campuses
- Perception of north STL County
- Negative view of public education in STL
- Drop in student prospects locally and regionally
- Competitive hiring environment in STL
- Bureaucratic processes delay implementing high-demand programs
- UM System emphasis on Columbia



University of Missouri–St. Louis  
Appendix –  
**Critical Enablers**

The goals and activities established within UMSL’s Strategic Plan have the potential to dramatically transform the lives of thousands of individuals and dozens of communities that comprise the greater St. Louis region. Therefore, it is incumbent upon campus leadership to rally internal and external support and to acknowledge and articulate three primary critical enablers necessary for success.

**Enablers critical to the successful implementation of UMSL’s Strategic Plan are:**

**People**

- Recognize and respect individual attributes and differences.
- Recruit and retain qualified students from diverse backgrounds.
- Recruit and retain outstanding faculty and staff who reflect and appreciate the diversity of our students and surrounding communities.
- Promote a vision of UMSL among students, faculty, staff and alumni that creates a shared sense of pride and ownership.

**Resources**

- Create reliable revenue streams from varied sources – including state appropriations, student fees, research grants, auxiliary services and private donations.
- Maintain a balanced budget model that invests in strategic growth initiatives and areas of excellence.
- Seek regional, state and UM System partnerships to maximize operational efficiencies.

**Community**

- Share tenants of UMSL’s Strategic Plan with the vast businesses, institutions and organizations found within the greater St. Louis region and seek support for its successful implementation.
- Leverage the expertise and clout of the Chancellor’s Council and other campus advisory boards to implement the activities associated with UMSL’s Strategic Plan compacts.
- Continue to engage with the community to better define areas for shared successes.



University of Missouri–St. Louis  
Appendix –  
Financing the Plan

**The overall financial strength of the University of Missouri–St. Louis has improved significantly over the past two years.** At the close of FY12, UMSL had a net operating asset balance near \$50M. By the middle of FY16, that balance was projected to be at \$13M. A comprehensive, restructured budget proposal was developed that reduced headcount by 85 positions and eliminated non-critical support in administrative and service areas. A hiring freeze was implemented and a new budget process introduced. Changes to the budget (risks and opportunities) were tracked monthly. Plans were created to avoid risks and lead opportunities to become realities. When risks materialized, they were funded by the central budget and as opportunities materialized, funds were returned to the central budget. This change allowed for alignment of goals and incentives at the campus level as opposed to the lower unit. This change in behavior led to more profitable investments for the campus and reduced discretionary spending at the college/school/division level. As a result, a potential \$10M loss in FY16 was minimized, with only a \$2.2M operating deficit being realized. In FY17, a projected \$15M deficit, and an additional \$4.3M cut in state revenue was converted to a \$2.2M operating surplus. The improved performance trends continued through FY18 with the campus generating a \$12.7M operating surplus that has resulted in an increase of net operating assets from \$23M to \$38M. The improved performance has allowed for investments to begin in the structural foundation for growth on the campus. Faculty and advisors were hired in FY17 and FY18 in areas that were expected to show positive returns on the investment. Additional investments were made to improve retention and graduation rates and in academic programs that demonstrated high potential for growth. The financial plan for the next five years provides for continued operating surpluses that will provide investable resources to focus on faculty, staff, new programs, student technology, study spaces, classroom upgrades and general facility improvements.

### Advancement and fundraising

Beginning in FY18, the University Advancement team committed to begin a shift from a targeted portfolio highly weighted toward endowments to one that placed more emphasis on short-term fundraising for scholarships and offsetting investments that had been budgeted for facilities projects. This resulted in a \$1M gift toward the renovation of Benton Hall and \$1.3M for direct impact scholarships. Advancement staff will continue to focus in these areas – thereby freeing up institutional funds over the next five years for investments documented in the Strategic Plan.

### Organizational changes to optimize operations

UMSL is in the early stages of organizational changes in Finance, Human Resources, and Information Technology, but already beginning to realize operational efficiencies and opportunities for partnering. The development of better tools and processes will continue to contribute to savings, and create funds which can be invested to meet the new campus objectives described in this Strategic Plan.

### Emphasis on marketing, recruiting and admissions

Investments in marketing and recruiting are generating greater interest in UMSL within its core regional market and consideration is being given to supplementary investments to expand marketing/recruitment efforts into other in-state and out-of-state markets. Investments in new tools and revisions of the admissions process also should increase the apply/admit/enroll yield. These are expected to contribute to the goal of increasing enrollment by 1,000 students as documented in the plan.

### Executing UMSL I NOW program goals

UMSL has recently introduced the Nights, Online and Weekends program to address a regional market of 400,000 adult learners who have some college experience but have not completed a degree. UMSL met its first-year enrollment target. The five-year financial plan anticipates year-over-year increases to UMSL I Now enrollment with the implementation of new programs and scholarships.

### Conversion of ACP students

UMSL enrolls more than 6,000 high school students in its Advanced Credit Program – yet currently converts a relatively low number of these potential freshmen to its on-campus headcount. The introduction of a merit-based scholarship to a portion of students normally not eligible is expected to increase this share. We will also continue to look for ways to innovate and invest to increase this yield during the next five years. This program will also be expected to contribute to the goal of increasing enrollment by 1,000 students as documented in the plan through higher conversion rates.

### Partnerships

As enrollment grows over the next five years, UMSL will have the opportunity to enter into discussions on partnerships related to housing and local retail investment that have previously not been practical. The net result will be enhanced campus life and community engagement and economic development. Private donations might help with building out student areas as well, such as improvements to the library and student study spaces. Potential matches from the state and UM System make these proposals more attractive to private investment and could be applied to infrastructure improvements as demonstrated by the proposed state/UM System match of a current \$16M infrastructure proposal.

### Conclusion

UMSL's Strategic Plan will not be financed from one single source of funds. Improved financial operations provide a source of funds that can be directly invested by the campus in scholarships, academics, staff, student life, marketing or research. There also exist real possibilities for leveraging state/campus/UM System matches with innovative donors that benefit the campus and its students. The result of these collective actions will lead to an increase in our student population, which in turn, will create a virtuous cycle of growth rather than a downward spiral of contraction.



University of Missouri–St. Louis  
Appendix –  
**Implementing the Plan**

**The Strategic Plan for the University of Missouri–St. Louis includes numerous innovative and concrete goals and strategies, but lacks comprehensive detail for implementation over the next five years. Those details will be developed during an intensive implementation planning phase following the plan’s approval by the University of Missouri System Board of Curators.**

**Led by the Office of the Provost, the implementation planning phase will involve various units within the institution and chairs of the plan’s primary compacts:**

- Student Success: Curt Coonrod, Vice Provost for Student Affairs (Chair)
- Research and Creative Works: Wes Harris, Associate Dean of the Graduate School (Chair)
- Community Engagement and Economic Development: Sharon Johnson, Dean and Professor of Social Work (Chair)
- Inclusive Excellence: Deborah Burris, Chief Diversity Officer (Chair)
- Planning, Operations and Stewardship: Jane Williams, Chief Information Technology Officer (Chair)

**Once completed, the provost will meet quarterly with the compact chairs and the person/unit/committee assigned responsibility for a particular goal and/or action item to discuss progress. The Office of the Provost will oversee the implementation process using the software program AchieveIt to track and document progress, and to facilitate communication with the campus community at appropriate regular intervals.**



University of Missouri–St. Louis

Appendix –

## UMSL Strategic Plan Leadership Groups

**The individuals who spent hours debating, drafting and redrafting UMSL's Strategic Plan deserve much credit for their efforts on behalf of our students and the greater St. Louis region. The set of goals and activities established within this document will ensure UMSL maximizes its human and financial resources to fulfill its ultimate goal to transform lives ...**

*UMSL Chancellor Tom George*

### UMSL Strategic Plan Leadership Team

- Kristin Sobolik, Provost and Executive Vice Chancellor for Academic Affairs
- Joel Glassman, Director of International Studies and Programs, Associate Provost for Academic Affairs
- Shirley Porterfield, Professor of Social Work
- Paulette Isaac-Savage, Professor of Education

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### Student Success Compact Committee

- Curt Coonrod, Vice Provost for Student Affairs (Chair)
- Tyra Cole, Student
- Jim Hertel, Executive Director of Human Resources
- Kyle Lackey, Student
- Colette McLemore, Assistant Dean of Student and Alumni Affairs, College of Nursing
- Christopher Miller, Director of Student Enrichment and Achievement
- Dave Robertson, Chair and Professor of Political Science
- Kim Song, Associate Professor of Education

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### Community Engagement and Economic Development Compact Committee

- Sharon Johnson, Dean and Professor of Social Work (Chair)
- Theresa Coble, E. Desmond Lee Endowed Professor of Experiential and Family Education
- Teshanbra Newell, Student
- Mike Smith, E. Desmond Lee Endowed Professor of Music Education
- Patricia Zahn, Director of Community Outreach and Engagement

### Research and Creative Works Committee

- Wes Harris, Associate Dean of the Graduate School (Chair)
- Carl Bassi, Professor of Optometry
- Hung-Gay Fung, Dr. Y.S. Tsiang Professor in Chinese Studies
- Maureen Quigley, Chair of the Department of Art & Design
- Rochelle Robinson, Office of Research Administration
- Nathan Roth, Student

### Planning, Operations, and Stewardship Committee

- Jane Williams, Chief Information Technology Officer (Chair)
- Sean Burkett, Student
- Larry Irons, Associate Teaching Professor of Sociology
- Steve Moehrle, Chair and Professor of Accounting
- Marisa Smith, Police Captain

### Inclusive Excellence Committee

- Deborah Burris, Chief Diversity Officer (Chair)
- Sean Burkett, Student
- Jonathan Lidgus, Director of the Succeed Program
- Dinesh Mirchandani, Chair and Professor of Management Information Systems
- Dorothea Scott, Compliance Manager of the Office of Diversity, Equity & Inclusion
- Ann Steffen, Professor of Psychology

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