

Strategic Plan Development for MU, UMKC, S&T and UMSL

Goal:

The University of Missouri System comprises four academic research institutions united in a common vision of excellence, with each maintaining its unique heritage and attributes. The constituent Universities have enjoyed a long and distinguished history that date back to 1839, and together have weathered military conflicts, social transformations, economic downturns and technological disruptions.

The resilience of our University system and its constituent institutions will now be tested as never before. Current disrupters of the University include diminishing state appropriations and federal research support; changes in demographics; enrollment declines; disruptive technologies and approaches for convenient and personalized learning; increasing student debt and higher rates of student loan defaults; and shifting public perception of the value of higher education. To faithfully fulfill its responsibilities to students, faculty, staff and the citizens of Missouri, the University of Missouri System must follow a bold and transformative strategic plan. Just as the four constituent Universities build strength into our single system, our strategic plan will comprise four components, each optimized to the unique attributes of that institution, while setting the stage to accomplish our common vision of excellence in teaching, research and engagement.

The current strategic plans for the four campuses will end in 2018. New strategic plans for each campus must be transformative, collaborative, and transparent. These plans must be constructed so that stakeholders within and outside of the University system understand how all campuses will achieve their goals are held accountable for our objectives. Following recent retreats with Curators, General Officers, Chancellors, Provosts and CFOs, the UM System drafted new Vision statements and Compacts. The draft Vision Statement and Compacts provide unifying principles that will inform and guide the campuses as each develops its strategic plan.

Process:

- By October 1, 2017
 - Intercampus Faculty Council (IFC), Intercampus Student Council (ISC), Intercampus Staff Advisory Council (ISAC) and Intercampus Alumni and Extension Leadership Council (IAELC) to review and approve Vision and Compacts (*President and his staff will lead this effort*)
 - Shared governance organizations (faculty, students and staff) for each campus to review and approve Vision and Compacts (*Chancellors and Provosts will lead these efforts*)
 - Each campus to appoint a group of faculty, students, staff and administrators to their Strategic Plan Committee (SPC) (*Chancellors, Provosts, and Faculty Senate/Council Chairs/Presidents will lead these efforts*)
 - The charge for the four SPCs will be to develop strategic plans that are unique to each campus to achieve the Vision and meet the objectives of the Compacts
- By December 1, 2017
 - First drafts of four strategic plans will be completed
- By February 1, 2018
 - Each SPC will work with chancellor and provost to revise and complete strategic plans

- By March 1, 2018
 - Campus strategic plans are reviewed and approved by shared governance organizations (*Chancellors, Provosts, and Faculty Chairs/Presidents will lead these efforts*)
- By April 1, 2018
 - Campus strategic plans are reviewed and approved by IFC, ISC and ISAC (*President and his staff will lead this effort*)
- By April 13, 2018
 - Campus strategic plans are reviewed and approved by the Board of Curators (*President and his staff will lead this effort*)
- Semi-annual progress reports will be provided by the President and Chancellors at the June and December Board of Curators meetings

Draft Vision:

“To be a premier land-grant institution dedicated to the creation and inclusive sharing of knowledge to advance the educational, health, cultural, economic and social interests of the people of Missouri, the nation and the world.”

Draft Compacts for Education, Research, Engagement and Economic Development for the 21st Century:

Missouri Compact for Excellence in Student Success is to:

- Increase academic quality and diversity
- Enhance learning experiences
- Increase flexible paths to learning and degree completion
- Increase professional development
- Increase retention and graduation rates
- Improve career outcomes
- Increase affordability
- Reduce debt at graduation and loan default rates

Missouri Compact for Excellence in Research and Creative Works is to:

- Increase intellectual merit and broader impact
- Increase extramural research
- Increase high-quality publications and citations
- Increase faculty awards and recognition
- Increase curated exhibits and juried performances

Missouri Compact for Excellence in Community Engagement and Economic Development is to:

- Build a climate that values the background, experiences and perspectives of every Missourian

- Increase effective partnerships in the areas of educational, health, cultural, economic and social issues with local, state and global communities

Missouri Compact for Excellence in Planning, Operations and Stewardship is to:

- Develop long-term planning processes for operating and capital needs
- Create measures of accountability visible to all stakeholders
- Develop processes, practices and policies that encourage collaborations and progress across the four institutions of the UM System
- Change organizational structures to achieve the objectives of research, teaching and engagement mission