

DRAFT

# MISSOURI S&T

## Missouri Compact Strategic Plan Fiscal 2019

August 2017

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# MISSION AND VISION

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## MISSION

Missouri S&T integrates education, research and application to create and convey knowledge that serves our state and helps solve the world's great challenges.

## VISION

Missouri S&T will be recognized as a premier land-grant institution dedicated to the inclusive creation and sharing of knowledge to advance the educational, health, cultural, economic and social interests of the people of Missouri the nation, and the world.

## STRATEGY STATEMENT

Missouri S&T will provide by 2020 a top return on investment among public research universities to students, employers, research partners and donors through extraordinary access to renowned expertise, services and experiential learning opportunities.

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Missouri S&T has identified six key customer groups:

- \* Undergraduate students
- \* Research-based graduate students
- \* Employers
- \* Donors
- \* Research investors
- \* Distance and online students

# VALUES

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## Lifelong Success

We add exceptional value. The rewards of the Missouri S&T experience extend far beyond a college education, valued degree or gratifying career. The Missouri S&T experience prepares you for a fulfilling life defined by the confidence to succeed, a desire to excel and a love of learning that never stops.

## Creativity

We are innovators. Building a better world demands a creative spark, innovative and entrepreneurial approaches, and curiosity to discover and explore new solutions to the world's great challenges.

## Integrity

We hold ourselves accountable for our actions. We strive to uphold the highest ethical standards, to conduct ourselves with trustworthiness and respect for all of humanity, and to instill in our campus community these same principles.

## Sustainability

We live by example. As stewards of the public goodwill, the financial resources entrusted to us, and the environment, we emphasize resilient and sustainable practices in all our endeavors.

## Partnerships

We are great partners. We focus on adding value and creating mutually beneficial partnerships. The solutions to today's great challenges require agile collaboration, teamwork and engagement with our stakeholders, both on campus and in the greater business, civic, national and international communities.

## Inclusion

We are an inclusive, welcoming community. We seek to build a creative learning environment marked by openness, understanding and valuing all people and perspectives.

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 1: Increase academic quality and diversity

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1a:</b> Promote the incorporation of diversity and inclusion in experiential learning. Encourage participation in experiential learning activities that promote abilities to engage, understand, and respect different points of view and perspectives	FY19	7/1/18	Ongoing	Vice Provost for Academic Support, Vice Chancellor for Student Affairs	Incorporation in experiential learning does not currently exist	Number of activities that promote engagement, understanding, and respect of different points of view and perspectives
<b>1b:</b> Develop and enhance minor and certificate programs (e.g., leadership, humanitarian, engineering and science, and programs that develop an entrepreneurial mindset)	FY19	7/1/18	Ongoing	Vice Provost for Academic Support, Vice Provost for Graduate Studies	0 programs	Programs developed; Target year two: one more program added; learning outcomes from enhanced programs
<b>1c:</b> Encourage academic departments to include global competencies in their curriculum by integrating global competency and internationalization concepts into their student learning outcomes for both undergraduates and graduate students	FY19	7/1/18	2 years	Vice Provost and Deans, Vice Provost for Graduate Studies, Vice Provost for Academic Support	Initial survey conducted as part of the internationalization self-study in 2015	Number of Student Learning Outcomes (SLO) and Graduate Learning Outcomes (GLO) that included global competencies and internationalization awareness
<b>1d:</b> Integrate innovation, entrepreneurship, and creativity throughout the academic curriculum and Missouri S&T experience	FY19	7/1/18	Ongoing	Vice Provost and Deans, Innovation Committee	26 students participating	Number of courses and programs with integrated curriculum
<b>1e:</b> Increase Missouri S&T's recognition as a military friendly campus	FY19	7/1/18				

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 2: Enhance Learning Experiences

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2a:</b> Establish experiential opportunities through peer advising and mentoring	FY19	7/1/18	Ongoing	Vice Chancellor for Student Affairs	Experiential opportunities do not currently exist	Number of peer advising and mentoring opportunities
<b>2b:</b> Continue fund raising activities to expand the Kummer Student Design and Experiential Learning Center	FY19	7/1/18	Ongoing	Vice Chancellor for University Advancement	Current level of donors	Number of memberships in "Miners by Design"
<b>2c:</b> Identify sources of support to expand study abroad programs and maintain services related to these programs	FY19	7/1/18	2 years	Office of International Affairs	3 funding sources, \$16K per year	Number of sources of support and type of support from each source
<b>2d:</b> Enhance programs and increase participation in cross disciplinary and co-curricular experiences that prepare career-ready graduates	FY19	7/1/18	2 years	Vice Provost for Academic Support, Vice Provost for Graduate Studies	AY13/14: Miner Challenge- 59 students and 3 staff	Number of student participating
<b>2e:</b> Support and encourage participation in cross-disciplinary or global experiences (e.g., arts and humanities experiences for engineering, science and business students, study abroad); develop programs and curriculum for expanded opportunities	FY19	7/1/18	Ongoing	Vice Chancellor for Student Affairs, Vice Provost and Deans, Office of International Affairs	23 students participated in semester long study abroad	Number of students who study abroad

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2f:</b> Encourage entrepreneurial application (translating ideas and research into the market place) among faculty, staff, and students	FY19	7/1/18	Ongoing	Vice Provost for Research, Vice Provost for Graduate Studies, I-Corps Program Site Director	3 new student businesses	Number of teams participating: in I-Corps site program, Tech Transfer programs; number of licenses; number of start ups; amount of internal funding (e.g., Fast Track); amount of external funding
<b>2g:</b> Expand engagement in innovative and creative activities that foster an entrepreneurial mindset and promote diversity, inclusion, and globalization	FY19	7/1/18	2 years	Vice Provost for Academic Support, Vice Provost for Graduate Studies	Zero courses are currently infused	Number of activities promoting diversity, inclusion and globalization; learning outcomes from program/activity engagement
<b>2h:</b> Expand Makerspace and Learning Commons programs through integration of state-of-the-art collaborative technologies, pop-up classes, collision spaces, satellite makers, or ideation spaces across campus	FY19	7/1/18	Ongoing	Vice Provost and Deans, Vice Chancellor for Finance and Operations	Creation of programs	Number of Makerspace and Learning Commons implemented; number of pop-up classes, collaborative technologies, etc.
<b>2i:</b> Create an interdisciplinary student leader certificate program	FY19	7/1/18	Ongoing	Vice Chancellor for Student Affairs	No task force or certificate program exists	Develop program; Target year two: develop and pilot program with a targeted group; Target year three: fully implement the program
<b>2j:</b> Increase our focus on the professional, non-credit distance education portfolio to support lifelong learning	FY19	7/1/18	5 years	Executive Director of Corporate Relations, Vice Provost for Global Learning	Current non-credit courses	Size of portfolio, enrollment and revenue
<b>2k:</b> Increase participation in research and entrepreneurial opportunities for undergraduate students	FY19	7/1/18	4 years	Vice Provost for Academic Support	AY12/13: 101	Enhance tracking mechanism of summer research internships; enhanced tracking of programs

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 3: Increase Flexible Paths to Learning and Degree Completion

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3a:</b> Create more distance/online capability in classrooms to improve degree completion options	FY19	7/1/18	Ongoing	Vice Provost for Global Learning	2 completed	Number of classrooms with capability (goal of 10 additional classrooms in 2016); number of course alternatives for student accessibility
<b>3b:</b> Explore the feasibility of spring and winter intersession courses	FY19	7/1/18	3 years	Vice Provost and Deans	Intersession courses do not currently exist	Feasibility determined
<b>3c:</b> Investigate offering courses in innovative modular format	FY19	7/1/18	3 years	Vice Provost and Deans	Modular format does not currently exist	Investigation completed
<b>3d:</b> Investigate a module approach to instruction instead of 3-credit courses	FY19	7/1/18	1 year	Provost, Vice Provost and Deans, Faculty	List of modular courses	Number of recommended modular courses
<b>3e:</b> Explore 120 credit hour undergraduate programs	FY19	7/1/18		Department Chairs, Vice Provost and Deans		
<b>3f:</b> Explore reducing the number of course credits for Ph.D. students	FY19	7/1/18		Department Chairs, Vice Provost and Deans		
<b>3g:</b> Review expanding the number of course offerings in the summer	FY19	7/1/18		Department Chairs, Vice Provost and Deans		
<b>3h:</b> Focus on increasing the number of transfer students	FY19	7/1/18		Vice Provost and Dean for Enrollment Management		
<b>3i:</b> Continuing focusing on gateway courses and curriculum improvement	FY19	7/1/18		Department Chairs, Vice Provost and Deans		



# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3j:</b> Develop a "Return to Learn" program to reconnect students who have not completed their degree	FY19	7/1/18		Vice Provost and Dean for Enrollment Management		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 4: Increase Professional Development

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4a:</b> Identify, develop and implement professional development plans to enhance leadership, creativity, and innovation for the staff in each department or unit	FY19	7/1/18	Ongoing	Human Resource Services	ALDP program	HREDI creates inventory of existing opportunities across campus, participation levels, and number of potential participants turned away;
<b>4b:</b> Develop and integrate professional development and leadership opportunities for students consistent with the Professional Development Plan	FY19	7/1/18	Ongoing	Vice Chancellor for Student Affairs, Vice Provost for Academic Support	OURE	Number of professional development opportunities available; number of students with official leadership roles
<b>4c:</b> Develop and support a Communications Skills Center to assist all students with presentation and oral communication skills	FY19	7/1/18	2 years	Vice Provost for Undergraduate Studies, Vice Provost for Graduate Studies	Center does not exist	Creation of center; track student use and satisfaction; track faculty satisfaction
<b>4d:</b> Provide targeted professional and leadership development opportunities for graduate students	FY19	2/1/18	4 years	Vice Provost for Graduate Studies, Career Opportunities and Employer Relations	Current number of students presenting	Number of students attending workshops/programs/conferences

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 5: Increase Retention and Graduation Rates

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>5a:</b> Create revised math placement procedures using concordance table	FY19	7/1/18	1 year	Vice Provost and Dean for Enrollment Management	Automatic math placement does not exist	Students are placed in first math course based on concordance table; accuracy of placement is measured
<b>5b:</b> Develop and implement a campus structure of staff advisors for undergraduate students	FY19	7/1/18	4 years	Provost, Vice Provost and Deans, Student Success Committee	Current number of advisors	Number of professional staff advisors
<b>5c:</b> Explore the feasibility of a first-year success program	FY19	7/1/18	1 year	Vice Provost and Deans, Vice Provost for Academic Support	First-year success course does not exist currently	Feasibility determination
<b>5d:</b> Identify the feasibility for restructuring freshmen engineering to ensure students do not remain in the program after completing 48-60 credit hours	FY19	7/1/18	1 year	Vice Provost and Deans	Current freshmen advising process	Feasibility determination
<b>5e:</b> Enhance student mentoring programs	FY19	7/1/18	3 years	Vice Provost and Deans, Vice Provost for Academic Support	Number of current mentoring programs	Quality mentoring programs established
<b>5f:</b> Generate and disseminate a time-to-degree template to help analyze baseline demographic data of graduate student cohorts for Ph.D. completion	FY19	7/1/18	3 years	Vice Provost for Graduate Studies, Institutional Research	No template currently exists	Time-to-degree statistics

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>5g:</b> Develop a Rapid Action Taskforce designed to immediately address course scheduling issues	FY19	7/1/18		Vice Provost and Deans, Vice Provost for Academic Support		
<b>5h:</b> Decrease time-to-degree for undergraduate and graduate students	FY19	7/1/18		Vice Provost and Deans, Vice Provost for Academic Support		
<b>5i:</b> Investigate dual enrollment	FY19	7/1/18		Vice Provost and Deans, Vice Provost and Dean for Enrollment Management		
<b>5j:</b> Increase the number of student awards targeting: Rhodes Scholars, Goldwater Scholars, Gates Cambridge Scholars and National Merit Scholars	FY19	7/1/18		Vice Provost and Deans, Vice Provost for Academic Support		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 6: Improve Career Outcomes

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>6a:</b> Career Opportunities and Employer Relations (COER) will continue to explore internship, externship, and intersession opportunities	FY19	7/1/18	Ongoing	Vice Provost for Academic Support, Vice Chancellor for Student Affairs	AY12/13: 198 employer internship opportunities, 9 employer externship opportunities	List of opportunities; Ongoing target: review and revise list annually
<b>6b:</b> Develop a comprehensive program to develop the people, processes and tools to accelerate the application of technical innovation	FY19	7/1/18	1 year	Innovation Committee, Vice Provost and Deans	Comprehensive program does not currently exist	Program development
<b>6c:</b> Fully integrate an I-Corps site program into Missouri S&T culture	FY19	7/1/18	2 years	Innovation Committee, Vice Provost and Deans, I-Corps Director	30 I-Corps teams per year	Number of teams competing in the program
<b>6d:</b> Develop and implement systematic processes for identifying research with promising potential for impact. Matching those projects with potential markets, maturing and adapting them for application in those markets and working with the appropriate industries and start-up communities to accelerate its impact	FY19	7/1/18	Ongoing	Innovation Committee, Director of Technology Transfer Economic Development, Vice Provost for Research	Systematic processes do not exist	Number of start-ups; overall impact

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 7: Increase Affordability

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>7a:</b> Create a marketing plan to find support for graduate fellowships and scholarships from external sources	FY19	7/1/18	Ongoing	Vice Provost for Graduate Studies, Vice Chancellor for University Advancement, Executive Director of Corporate Relations	No support exists	Plan created
<b>7b:</b> Explore sustainable funding options to enhance recruitment efforts for high quality international graduate students	FY19	7/1/18	1 year	Vice Provost for Graduate Studies	469 international doctoral students	Report exploring sustainable funding options
<b>7c:</b> Implement customized mechanisms to recruit and retain high quality underrepresented and minority (URM) doctoral students at Missouri S&T	FY19	7/1/18	Ongoing	Vice Provost for Graduate Studies	Current mechanisms	Number of underrepresented doctoral students; type and number mechanisms (e.g. hosting GEM consortium, engagement with SWE, NSBE, etc.)
<b>7d:</b> Continue exploring funding incentives to encourage top OURE students to dually-enroll in graduate school during their senior year by providing partial tuition coverage for graduate courses as incentive	FY19	7/1/18	Ongoing	Vice Provost for Graduate Studies, Vice Provost for Academic Support, Vice Chancellor for Finance and Operations	Funding does not currently exist	Funding recommendations
<b>7e:</b> Explore utilization of Open Source text books	FY19	7/1/18		Vice Provost for Academic Support, Vice Chancellor for Finance and Operations		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>7f:</b> Formalize an effective undergraduate scholarship strategy	FY19	7/1/18		Vice Provost and Dean for Enrollment Management, Vice Chancellor for Finance and Operations		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #1: EXCELLENCE IN STUDENT SUCCESS

### Strategy 8: Reduce Debt at Graduation and Loan Default Rates

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>8a:</b> Enhance resources and services for distance and blended learning	FY19	7/1/18	3 years	Vice Provost and Deans, Vice Provost for Global Learning	Current level of multimedia objects	Number of multimedia objects
<b>8b:</b> Redesign high-volume courses which have lower student success through integration of new technology and modified teaching methods to enhance student learning	FY19	7/1/18	Ongoing	Vice Provost and Deans, Vice Provost for Global Learning	1 course	Number of courses redesigned; Target year four: increase calculus success by 7%



# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #2: EXCELLENCE IN RESEARCH AND CREATIVE WORKS

### Strategy 1: Increase Intellectual Merit and Broader Impact

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1a:</b> Utilize external peer reviews to confirm areas for future investment which broadly impact the campus	FY19	7/1/18		Vice Provost and Deans		
<b>1b:</b> Establish funds for a speaker series that would attract high-profile faculty to visit campus, give a lecture, and visit classrooms to interact with students	FY19	7/1/18	Ongoing	Vice Provost and Deans	Current level of funding	Amount of funding
<b>1c:</b> Establish funds for scholar-in-residence programs to attract high-profile teachers/researchers to visit campus for one week and interact with the campus community and students	FY19	7/1/18	Ongoing	Vice Provost and Deans	Current level of funding	Amount of funding
<b>1d:</b> Establish programs and facilities to host visiting world-class faculty	FY19	7/1/18	5 years	Provost, Vice Provost and Deans,	AY13/14: hosted 51 visiting faculty for a lecture	Number of world-class faculty hosted; Target year five: 8
<b>1e:</b> Balance teaching and research relative to comparator institutions by enforcing workload policy	FY19	7/1/18	3 years	Department Chair Council, Provost, Vice Provost and Deans	Current number of departments implementing workload policy	Number of departments with workload policy in place; Ongoing Target: all academic departments
<b>1f:</b> Enhance and reward faculty participation in the Scholarship of Teaching and Learning (SoTL)	FY19	7/1/18	Ongoing	Vice Provost and Deans	Current levels of participation	Number of SoTL mini grants per year; number of published SoTL papers
<b>1g:</b> Develop guidelines for faculty mentoring focusing on three core areas: teaching, research, and service	FY19	7/1/18	3 years	Provost, Vice Provost and Deans	Current process for faculty mentoring	Guidelines developed; usage of guidelines Year one: research complete; Year two: Develop guidelines for program at Missouri S&T

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #2: EXCELLENCE IN RESEARCH AND CREATIVE WORKS

### Strategy 2: Increase Extramural Research

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2a:</b> Optimize the use of post-docs to enhance the research efforts on campus	FY19	7/1/18				
<b>2b:</b> Develop the infrastructure to successfully compete for National Science Foundation grants	FY19	7/1/18	5 years	Vice Provost for Research	0 centers	Number of NSF ERC-type centers
<b>2c:</b> Establish funds and develop a program to create a culture that is supportive of our faculty and proactively addresses retention	FY19	7/1/18	Ongoing	Provost, Vice Provost and Deans	2016 retention funds	Funds and program development
<b>2d:</b> Leverage university funds for instructional and research laboratories with matching funding from non-appropriated sources	FY19	7/1/18	Ongoing	Provost, Vice Chancellor for University Advancement	\$500,000	Instructional and research lab match funding acquired and allocated; number of courses and students impacted
<b>2e:</b> Develop and disseminate a research infrastructure database to help departments share equipment	FY19	7/1/18	1 year	Vice Provost for Research, Vice Provost and Deans	Current process and structure	Develop database accessible by departments
<b>2f:</b> Assess effectiveness of collaborative learning spaces (e.g., learning commons) that can be used for experiential learning opportunities and undergraduate research	FY19	7/1/18	1 year	Vice Provost for Academic Support, Vice Provost and Deans	0 collaborative learning spaces	Number of collaborative learning spaces and utilization projection
<b>2g:</b> Utilizing national benchmarking standards develop a patent target for the university	FY19	7/1/18				
<b>2h:</b> Utilizing national benchmarking standards develop license and option agreement targets	FY19	7/1/18				

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2i:</b> Focus on maximizing faculty time through an extensive workload analysis	FY19	7/1/18		Vice Provost and Deans		
<b>2j:</b> Increase the percentage of faculty who have at least one externally funded grant	FY19	7/1/18		Vice Provost for Research, Vice Provost and Deans		
<b>2k:</b> Focus on expanding new research areas highlighting the strengths at Missouri S&T	FY19	7/1/18		Vice Provost for Research, Vice Provost and Deans		
<b>2l:</b> Examine the role of Research Centers and the level of faculty support they provide	FY19	7/1/18		Vice Provost for Research, Vice Provost and Deans		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #2: EXCELLENCE IN RESEARCH AND CREATIVE WORKS

### Strategy 3: Increase High-quality Publications and Citations

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3a:</b> Develop and implement performance-based resource allocation models commensurate with degree offerings, including productivity in research, scholarship, and creative works	FY19	7/1/18	2 years	Vice Provost and Deans	No resource allocation model currently exists	Inter-department general revenue appropriations distribution models; Target year five: distribution model implemented
<b>3b:</b> Develop and implement a new program to set expectations of excellence in research, scholarship, and creative works in early career faculty	FY19	7/1/18	3 years	Department Chairs, Vice Provost and Deans, CAFÉ	Program does not currently exist	Improvement in annual department defined research, scholarship, and creative activity metrics
<b>3c:</b> Develop and implement a cost share program which supports students who attend national conferences to present their research results	FY19	7/1/18	3 years	Vice Provost and Deans, Vice Provost for Graduate Studies	Program does not currently exist	Development of program; number of students who present results
<b>3d:</b> Develop a campus-wide seminar series for all faculty to learn about the research strengths on campus, in signature areas and non-signature areas	FY19	7/1/18	Ongoing	Vice Provost for Research, Vice Provost and Deans	0	Number of venues; number of multi-disciplinary proposals submitted
<b>3e:</b> Identify and take actions to improve the metrics that contribute to increasing the national ranking of all graduate programs	FY19	7/1/18	5 years	Department Chairs, Vice Provost and Deans, Vice Provost for Graduate Studies	Latest values of measures	Select measures used in graduate rankings and acquire values and departmental specific metrics for improvement

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3f:</b> Examine how to share courses so that faculty time is preserved	FY19	7/1/18	1 year	Vice Provost and Deans, Department Chairs	List shared courses both on campus and UM system	Implementation of shared course model; continue discussion of new courses

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #2: EXCELLENCE IN RESEARCH AND CREATIVE WORKS

### Strategy 4: Increase Faculty Awards and Recognition

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4a:</b> Create and implement a stipend program to reward faculty who incorporate Blended Learning techniques into their courses	FY19	7/1/18	Ongoing	Vice Provost and Deans, Vice Provost for Global Learning	AY13/14: 4 new blended courses	Increase number of blended courses by two per academic year until 2020; Increase number of faculty involved by two per year until 2020
<b>4b:</b> Create a committee to systematically cultivate faculty nominations for national awards	FY19	7/1/18				

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #2: EXCELLENCE IN RESEARCH AND CREATIVE WORKS

### Strategy 5: Increase Curated Exhibits and Juried Performances

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>5a:</b> The Colleges of Arts, Sciences, and Business will establish a set of benchmarks for increasing curated exhibits on campus	FY19	7/1/18				
<b>5b:</b> Increase the percentage of faculty with a curated exhibit	FY19	7/1/18				

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #3: EXCELLENCE IN ENGAGEMENT AND OUTREACH

### Strategy 1: Build a climate that Values the Diverse Background, Experiences and Perspectives of Each Individual

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1a:</b> Develop student, faculty, and staff affinity groups	FY19	7/1/18	2 years	Chief Diversity Office, Vice Chancellor for Student Affairs	Zero affinity groups currently exist	Number of affinity groups
<b>1b:</b> To increase diversity of faculty and staff, provide incentives to the hiring departments that select qualified underrepresented minorities	FY19	7/1/18	5 years	Chancellor	Number of underrepresented T/TT faculty: 15; number of women T/TT faculty: 56; number of underrepresented NTT faculty: 2; number of NTT women faculty: 16	Underrepresented faculty, female faculty, professional/administrative staff
<b>1c:</b> To increase diversity of students, explore scholarship funding to be more competitive with underrepresented minorities/female/student recruitment	FY19	7/1/18	5 years	Vice Chancellor for University Advancement	AY13/14 scholarship funding sources-9	Plan developed to expand scholarship and grant funding for female and underrepresented minority students
<b>1d:</b> Set up transfer articulation agreements with two-year institutions with large underrepresented minority populations	FY19	7/1/18	5 years	Vice Provost and Dean for Enrollment Management	0 articulation agreements	Number of articulation agreements



# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1e:</b> Develop and provide professional development and training for staff, faculty, and students that provides awareness of diversity and inclusion issues and encourages them to develop skills that will make our campus a warm and welcoming environment	FY19	7/1/18	Ongoing	Human Resource Services	0 trainings	Number of professional development sessions for students; collect recommendations from faculty surveys on classroom topics related to diversity and inclusion
<b>1f:</b> Enhance collaborations and opportunities to promote an inclusive campus community and develop cultural competence	FY19	7/1/18	Ongoing	Vice Chancellor for Student Affairs, Provost	Current level of collaborations	Number of regularly scheduled monthly meetings for diversity programs; number of collaboratively planned events; end of semester report to the chief diversity officer
<b>1g:</b> Develop a diversity training workshop for recognized student organizations as part of a leadership training program	FY19	7/1/18	3 years	Vice Chancellor for Student Affairs	Leadership training program does not currently exist	Number of participants
<b>1h:</b> Develop ongoing Diversity Speaker Series to highlight specific issues/topics and to bring exceptional talent and diversity to Missouri S&T	FY19	7/1/18	Ongoing	Vice Provost and Deans, Vice Chancellor for Student Affairs	Diversity Speaker Series does not currently exist	Number of speakers
<b>1i:</b> Intensive recruitment in underserved parts of the State with a heavy concentration of first generation students and underrepresented students	FY19	7/1/18	Ongoing	Vice Provost and Dean for Enrollment Management	Current number of visits	Enrollment from underserved areas
<b>1j:</b> Each unit on campus will create and implement an approved affirmative action plan	FY19	7/1/18				
<b>1k:</b> The university will invite national consultants and speakers on campus to highlight diversity best practices	FY19	7/1/18				

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #3: EXCELLENCE IN ENGAGEMENT AND OUTREACH

### Strategy 2: Develop Effective Programs for Educational, Health, Cultural, Economic and Social Outreach with Local, State and Global Communities

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2a:</b> Corporate relations will identify needs of external constituents that could be met by Missouri S&T	FY19	7/1/18	5 years	Executive Director of Corporate Relations	Needs have not been determined	Needs of top 50 strategic partners identified and categorized
<b>2b:</b> Corporate relations will continue to maintain a matrix that reflects multiple results and provides an overall indication of the strength of the partnership with Missouri S&T	FY19	7/1/18	1 year	Executive Director of Corporate Relations	Matrix does not currently exist	Acceptance of tier ranking results by faculty and corporate community
<b>2c:</b> The university will work with key federal and state government agencies to establish new areas of collaboration and research	FY19	7/1/18	5 years	Executive Director of Corporate Relations, Center for Sustainability Director, Vice Provost for Research	Current government relationships	Number of new government agency partnerships across all departments
<b>2d:</b> Create a culture of sustainability on the Missouri S&T campus and within the community	FY19	7/1/18	Ongoing	Vice Chancellor for Finance and Operations, Vice Provost and Deans, Executive Director of Corporate Relations	AASHE STARS SILVER; 2010 Climate Action Plan; 3 LEED Certified Buildings	Association for the Advancement of Sustainability in Higher Education (AASHE) STARS GOLD; Climate Commitment requirements; number of projects that adhere to Leadership in Energy and Environmental Design (LEED) standards

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2e:</b> Encourage partnerships and collaborations which enhance Missouri S&T's reputation, visibility, and global ranking	FY19	7/1/18	Ongoing	Office of International Affairs		
<b>2f:</b> Explore offering the Teacher Education program in an alternative format	FY19	7/1/18		Vice Provost and Deans, Department Chair, Vice Provost for Global Learning		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #3: EXCELLENCE IN ENGAGEMENT AND OUTREACH

### Strategy 3: Develop Innovative Partnerships with Industry for Economic and Workforce Development

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3a:</b> Establish new sustainable industry-funded research consortia	FY19	7/1/18	Ongoing	Vice Provost for Research	0 industry funded consortia	Number of new industry-funded research consortia

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #4: EXCELLENCE IN PLANNING, OPERATIONS AND STEWARDSHIP

### Strategy 1: Develop Long-term Planning Processes for Operating and Capital Needs

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1a:</b> University Advancement will solicit leadership, major and participatory gifts	FY19	7/1/18	Ongoing	Vice Chancellor for University Advancement	Leadership gifts - \$0; major gifts - \$0; participatory gifts - \$0	Leadership, major and participatory gifts closed
<b>1b:</b> University Advancement will ensure major prospects are visited face-to-face annually	FY19	7/1/18	Ongoing	Vice Chancellor for University Advancement	1,800 prospects	900 visits annually
<b>1c:</b> The university will develop and implement a comprehensive planned giving program	FY19	7/1/18	4 years	Vice Chancellor for University Advancement	Program did not exist	Results of planned giving program
<b>1d:</b> Create a task force that continually provides input on budget priorities, concerns and challenges	FY19	7/1/18	Ongoing	Vice Chancellor for Finance and Operations	No current task force exists	Task force created and frequently meets to address budget matters
<b>1e:</b> Incorporate campus wide recommendation on budget priorities into the budget process	FY19	7/1/18	Ongoing	Vice Chancellor for Finance and Operations	Current process	Number of recommendations produced
<b>1f:</b> Develop a five-year budget plan	FY19	7/1/18	Ongoing	Vice Chancellor for Finance and Operations	Current fiscal year allocation	Completion of five-year budget plan
<b>1g:</b> Increase transparency in budget process with campus community	FY19	7/1/18	Ongoing	Vice Chancellor for Finance and Operations	Current reports	Number of times and places budget information is shared

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1h:</b> Regularly communicate and educate campus community on budget matters	FY19	7/1/18	Ongoing	Vice Chancellor for Finance and Operations	Open forums	Number of constituencies addressed
<b>1i:</b> Continue to refine a model of sustainability which balances growth in areas with capacity	FY19	7/1/18		Vice Chancellor for Finance and Operations, Vice Provost and Dean for Enrollment Management		
<b>1j:</b> Examine a new indirect distribution model	FY19	7/1/18		Vice Chancellor for Finance and Operations		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #4: EXCELLENCE IN PLANNING, OPERATIONS AND STEWARDSHIP

### Strategy 2: Create Measures of Accountability Visible to all Stakeholders

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2a:</b> Complete Program Prioritization efforts to identify future areas of investment	FY19	7/1/18	1 year	Office of the Provost		
<b>2b:</b> Maintain a university dashboard highlighting state performance measures and additional accountability metrics	FY19	7/1/18	Ongoing	Executive Director of Strategy, Institutional Research and Assessment		

# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #4: EXCELLENCE IN PLANNING, OPERATIONS AND STEWARDSHIP

### Strategy 3: Develop Processes, Practices and Policies that Encourage Collaborations and Progress Across the Four Institutions of the UM System

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3a:</b> Missouri S&T will enter into reciprocal agreements with UM campuses, other academic institutions, and external partners to collaborate in delivering courses and degrees that enhance current class offerings	FY19	7/1/18	Ongoing	Vice Provost for Global Learning, Executive Director of Corporate Relations	0 agreements	Agreements between campuses; Target year seven: 3 new agreements



# MISSOURI UNIVERSITY OF SCIENCE AND TECHNOLOGY

## GOAL #4: EXCELLENCE IN PLANNING, OPERATIONS AND STEWARDSHIP

### Strategy 4: Change organizational Structures to achieve the Objectives of Research, Teaching and Engagement Mission

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4a:</b> Explore the feasibility of a Center for Teaching and Learning/Center for Advancing Faculty Excellence	FY19	7/1/18	1 year	Provost, Vice Provost and Deans, Vice Provost for Global Learning, CAFÉ	No center currently exists	Plan developed by CAFÉ
<b>4b:</b> Explore creation of a "10 Before Tenure" program where untenured faculty can participate in 10 career development programs	FY19	7/1/18	2 years	Vice Provost and Deans	Program does not currently exist	Programs developed
<b>4c:</b> Enhance the new faculty orientation program	FY19	7/1/18	3 years	Provost, Vice Provost and Deans, Vice Provost for Global Learning	Current new faculty mentoring program	Number of new faculty mentor sessions, retention of new faculty program
<b>4d:</b> Pursue recognition of achieved excellence through national rankings	FY19	7/1/18		Vice Provost and Deans		