

ONE MIZZOU

2020 Vision for Excellence

The Strategic Plan of the University of Missouri





Mission

Our distinct mission, as Missouri's only state-supported member of the Association of American Universities, is to provide all Missourians the benefits of a world-class research university. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which our tightly interlocked missions of teaching, research, service and economic development work together on behalf of all citizens. Students work side by side with some of the world's best faculty to advance the arts and humanities, the sciences, and the professions. Scholarship and teaching are daily driven by a sense of public service — the obligation to produce and disseminate knowledge that will improve the quality of life in the state, the nation and the world.

Table of Contents

- 5 Looking to 2020**
- 6 Executive Summary**
- 8 Goal 1: Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world**
 - 9 Educational objectives**
 - 13 Research objectives**
 - 15 Outreach objectives**
 - 16 Economic development objectives**
- 18 Goal 2: Build the Mizzou Advantage, a set of five focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU**
 - 20 Educational objectives**
 - 21 Research objectives**
 - 22 Outreach objective**
 - 22 Economic development objectives**
- 24 Goal 3: Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development**
 - 25 Human resources objectives**
 - 28 Resource generation and allocation objectives**
 - 30 Policy objectives**
- 32 Strategic Planning and Resource Advisory Council**
- 33 Chancellor's Staff**
- 33 MU Strategic Plan — Actions and Outcomes Task Force**
- 33 Committee to Revise the Strategic Plan**

University of Missouri

MU is Missouri's University.

It serves every citizen of the state through comprehensive programs of education, research, outreach and economic development.

The flagship university of the State of Missouri, MU is the state's only public university in the Association of American Universities.

As a land-grant university, MU translates the latest research into practical applications that improve people's lives and drive the state's economy.

MU develops and delivers the knowledge and skills Missourians need to thrive in the fast-changing, multicultural environment of the 21st century.





Looking to 2020

In 1839, Missouri citizens extended the frontiers of higher education by creating the University of Missouri, the first public university in the Louisiana Territory.

In the 21st century MU will push across the frontiers of knowledge to create, in service to the public, unique interdisciplinary programs of teaching, research, outreach and economic development. MU will nourish and strengthen the comprehensive array of teaching, research and outreach programs essential to the state's land-grant AAU public research university. MU will become an exemplar of a university that prepares citizens for leadership in a diverse, global and technology-driven environment.



Executive Summary

This is a new approach to strategic planning, one that reflects the particular opportunities and challenges the University of Missouri faces in the early 21st century.

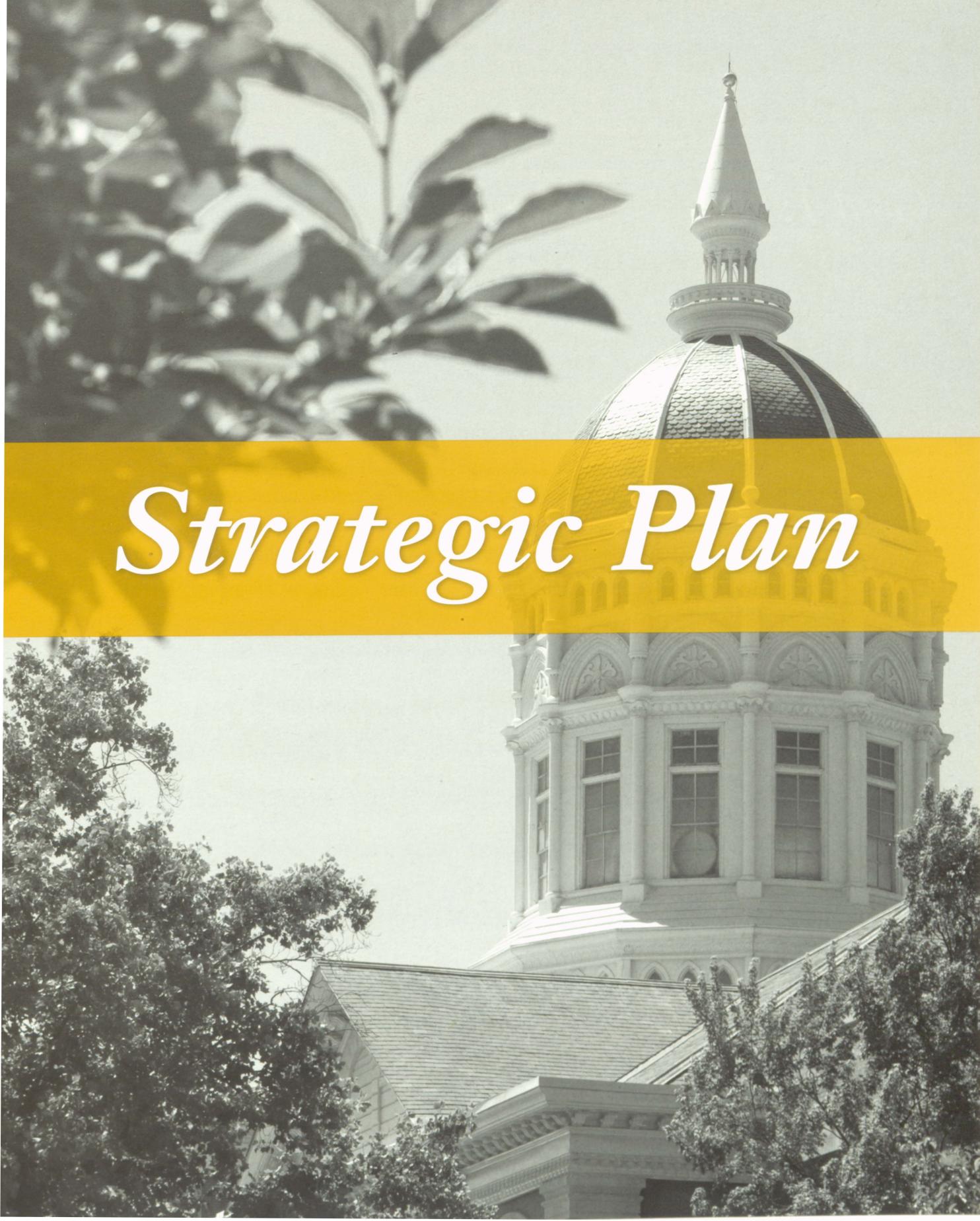
In the midst of economic crises, institutions often choose to retrench. The University of Missouri chooses instead to seize this moment to shape its destiny. This strategic plan, based on more than three years of discussion by faculty, staff, students and administrators, focuses on three interlocking goals:

- » Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world
- » Build the Mizzou Advantage, a set of five focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU
- » Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development

The plan safeguards Missourians' 170-year-old, multi-billion dollar investment in their public research and land-grant university. It builds on that investment by launching an ambitious new strategy, the Mizzou Advantage — five targeted initiatives that will bring international recognition and new resources to the university through unique interdisciplinary programs of teaching, research and service. Each of the initiatives will build on programs and faculty that have already achieved international distinction. The plan assures that MU will have the faculty and staff, infrastructure and financial resources necessary to make it happen.

The three goals reinforce one another. The core academic teaching and research programs of the state's public flagship research university constitute the irreplaceable base on which to build focused new programs of distinction. Because of their multidisciplinary nature, the five initiatives offer existing MU departments and programs the opportunity to participate in the intellectual excitement of those programs, which will attract quality students, faculty and new revenues. And, in an era of flat or declining taxpayer support, those new revenues will be essential to sustaining high-quality faculty, staff and infrastructure.

MU's strategic plan and its actions represent a "living document" that will undergo continual and frequent updates. Progress toward each of the goals will be determined by outcome measures published regularly within the plan document and available online to the MU community and the interested public. The Strategic Plan will be reviewed annually by the Strategic Planning and Resource Advisory Council (SPRAC) and by Faculty Council, which will assess progress and report this assessment with the Chancellor at a campuswide spring forum.

A black and white photograph of a large, ornate building, likely a state capitol, featuring a prominent dome and a spire. The building is partially obscured by trees in the foreground. A yellow banner is overlaid across the middle of the image, containing the text "Strategic Plan" in a white, cursive font.

Strategic Plan

Goal 1:

Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world

Combining its strengths as one of the nation's major research universities, its historic role as a land-grant campus and its statewide delivery of services through Extension, MU will:

- » Prepare citizens for meaningful lives and careers in the diverse, global environment of the 21st century
- » Generate new knowledge in the arts, humanities, sciences and professions
- » Develop and deliver practical solutions for Missourians' vocational, civic and personal lives
- » Generate the educated work force, intellectual capital and economic development strategies that help Missouri communities thrive
- » Advance the health of Missourians by delivering exceptional community and patient-centered health care, educating tomorrow's health-care workforce and conducting research that will improve the future quality and delivery of health care
- » Connect Missouri to the world through international teaching, research, outreach and economic development programs
- » Continually nurture and strengthen relations with alumni, a vital resource to the university's missions

Educational objectives:

1.1 Provide innovative undergraduate and graduate curricula that prepare people for meaningful and productive lives as citizens and leaders in their communities and the world

Action Needed:

- » Complete current Task Force on General Education review of MU's General Education Architecture and implement recommendations. Note that any significant changes to the general education requirements would require a vote of the general faculty.
Responsible: Faculty Council
- » Conduct campuswide review of graduate curricula and develop a white paper to address ways to accommodate changing future needs of graduate education.
Responsible: Graduate School Dean, Graduate Faculty Senate
- » Establish a committee of faculty, students, career advisers, and employers charged with seeking new connections between our curricula and career preparation so that students across campus are prepared for meaningful careers.
Responsible: Graduate School Dean, Vice Provost for Undergraduate Studies

1.2 Prepare graduates and faculty for the interconnected global environment by providing curricular and extra-curricular experiences with diverse cultures and languages

Action Needed:

- » Appoint an umbrella group of interested parties and stakeholders to evaluate current campus activities, programs, and requirements for cultural and foreign language experiences and make recommendations for possible improvements, changes, or opportunities.
Responsible: Faculty Council
- » Charge the Vice Provost for International Programs to report to Faculty Council on ongoing efforts and future plans to increase faculty involvement in the global community.
Responsible: Vice Provost for International Programs

1.3 Continue to increase the diversity of the campus community to reflect the changing demographics of the state, region and nation

Action Needed:

- » Provide a status report annually and adjust goals as deemed appropriate by the campus administration.
Responsible: Chief Diversity Officer, Vice Provost for Enrollment Management, Graduate School Dean
- » Work with appropriate individuals to develop a community of scholars and to increase curricular choices to attract students in underrepresented areas.
Responsible: Provost, Chief Diversity Officer

continued ►

1.4 Increase curricular and extra-curricular experiences in entrepreneurship, to prepare students for the dynamic careers of the 21st century

Action Needed:

- » Appoint a person/office to identify and coordinate all ongoing efforts to build entrepreneurship on campus and develop a plan to meet student needs.

Responsible: Provost

1.5 Introduce creative new combinations of curricula that meet modern needs, such as combined BA/BS-Master's programs, post-baccalaureate certificate programs, summer intensive workshops and others

Action Needed:

- » Implement recommendations of the Entrepreneurial Revenue Committee and report annually on other efforts to meet this goal.

Responsible: Graduate School Dean, Vice Provost for Undergraduate Studies

1.6 Strengthen MU's collaborations with Missouri's community colleges and K-12 programs to serve the varied and changing educational and training needs of citizens and to address the rapidly shifting, more diverse demographics in the state and the nation

Action Needed:

- » Continue to strengthen collaborations with community colleges and report progress annually.

Responsible: Assistant Provost for Community College Partnerships

- » Design campus response to UM System P-20 task force report and ensure coordination of existing MU initiatives.

Responsible: Deputy Chancellor

continued ►



1.7 Working with state leaders and with other educational institutions, build on efforts like the Caring for Missourians program to ease the critical shortage of health-care professionals in the state and region

Action Needed:

- » Develop and implement a plan to increase the number of MU graduates in the health care professions and report progress annually to the Chancellor.
Responsible: Vice Chancellor for Health Sciences

1.8 Create “One MU,” a seamless system of high-quality courses, certificate programs and degrees delivered through innovative and flexible delivery systems that serve the needs of all students, including full-time employees, veterans, older students and other non-traditional students

Action Needed:

- » Implement earlier recommendations to eliminate distinctions between MU, MU Direct, Center for Distance and Independent Study, and Mizzou Online. All course work should be integrated under a single administrative structure. Efforts should be made to eliminate day/night and summer/non-summer distinctions; a single office should control the scheduling of classroom space for the entire day.
Responsible: Provost
- » Appoint an oversight committee to examine alternative funding structures to replace the fragmented system currently used to support online courses and identify new revenue streams and effective incentive programs.
Responsible: Provost, Faculty Council
- » Appoint a faculty task force to review existing policies for new course approvals and evaluate the impact of online delivery emphasis on existing courses and programs.
Responsible: Faculty Council, Graduate Faculty Senate

1.9 Provide well-prepared students opportunities for accelerated-degree programs

Action Needed:

- » Appoint a task force of faculty and administrators to explore expanding summer programs and/or consider a tri-semester model. New delivery models need to consider faculty compensation issues, the impact on student housing, advising, work study and scholarship availability as well as the potential economic impact on the local community.
Responsible: Vice Provost for Undergraduate Studies

continued ►



Research objectives:

1.10 Stimulate scholarly activities that result in groundbreaking knowledge and creative activities in the arts, humanities, sciences and professions

Action Needed:

- » Appoint a faculty-led committee to make recommendations for funding initiatives to stimulate scholarship with a particular emphasis on areas not covered by Goal 2.
Responsible: Faculty Council, Provost

1.11 Observe the highest standards in research practice, ensuring that research projects are conducted humanely and ethically

Action Needed:

- » Report annually to Faculty Council and the Chancellor on compliance issues related to the Office of Animal Research, Environmental Health, Institutional Review and other regulatory stakeholders and describe steps toward resolution.
Responsible: Faculty Council, Vice Chancellor for Research

1.12 Use Extension's ties to every county in Missouri to deliver the latest in research findings to citizens and to test them in real-world applications, providing researchers feedback that guides future studies

Action Needed:

- » Develop a plan that increases the interaction between extension personnel and MU faculty members not holding extension appointments.
Responsible: Vice Provost and Director of Cooperative Extension
- » Work with the MU Office of Research to prioritize research topics best suited for delivery to citizens and testing in real-world situations.
Responsible: Vice Provost and Director of Cooperative Extension

1.13 Build on MU's existing strengths in entrepreneurial, cross-disciplinary research to create a risk-taking culture that inspires faculty, staff and students to innovate

Action Needed:

- » Deans and Provost should identify barriers within each college and make recommendations within existing resources to create a culture that inspires innovation and allows and encourages risk taking. Deans should provide annual reports on these activities and highlight learning opportunities from failed good ideas.
Responsible: Deans and Provost

continued ►

1.14 Further integrate undergraduate and graduate students in the intellectual and creative efforts of faculty

Action Needed:

- » Provide an annual report of scholarly activities, publications and/or projects that include undergraduate and/or graduate students.
Responsible: Faculty, Graduate School Dean, Director of Undergraduate Research, Directors of Undergraduate Studies
- » Evaluate the feasibility of creating a reward/recognition mechanism for inclusion of undergraduate/graduate students in faculty scholarly activity.
Responsible: Provost

1.15 Foster creative partnerships with businesses, other educational institutions, non-profits and individuals to stoke innovations that will create new businesses

Action Needed:

- » Establish benchmarks with 1, 3 and 5-year outlooks and report annually on progress to the Provost and the campus community.
Responsible: Vice Provost for Economic Development

1.16 Generate an increased number of patents, licenses and start-up companies through aggressive and entrepreneurial research programs that make MU competitive with the best of publicly supported universities

Action Needed:

- » Establish benchmarks with 1, 3, and 5-year outlooks and report annually on progress to the campus community.
Responsible: Vice Chancellor for Research

continued ►





Outreach objectives:

1.17 Use the broad and deep resources of MU's programs in the arts, humanities, sciences, professions, and intercollegiate athletics to partner with schools, community organizations and citizens to enrich the intellectual and cultural lives of all Missourians

Action Needed:

- » Develop a plan to increase the showcasing of existing work by students and faculty (i.e. Saturday Morning Science) and develop a plan to expand or create novel programs that showcase other disciplines and programs to constituents across the state.
Responsible: Vice Provost and Director of Cooperative Extension, Assistant to the Chancellor for University Affairs, Associate Vice Chancellor for Alumni Relations, Provost, Deans, Director of Intercollegiate Athletics

1.18 Deliver the high-quality outreach programs that only a major research university can provide

Action Needed:

- » Promote greater integration of Extension and the traditional on-campus units in their overlapping interactions with legislators, business leaders and the citizens of Missouri. Identify barriers that need to be removed as well as best practices that can be expanded or used to integrate and leverage our outreach efforts from all sectors. Report annually to Faculty Council and the campus community.
Responsible: Provost

1.19 Building on MU's existing strengths in policy analysis, provide the state's political and business leaders with the research and consulting services that will help them build stronger communities

Action Needed:

- » Develop a plan for how MU can better respond to the needs of the business and political community.
Responsible: Provost

continued ►

1.20 Using the unique international resources of a major research university, act as Missouri's bridge to the world — bringing international experts and resources to the state and taking MU's and Missouri's intellectual resources out to the world

Responsible: Chancellor

1.21 Expand links between communities and the campus through student service-learning internships at schools, hospitals, social service agencies and businesses

Action Needed:

- » Establish benchmarks with 1, 3 and 5-year outlooks and report annually to the Chancellor and Faculty Council on student service-learning internships.

Responsible: Director of the Office of Service Learning

Economic development objectives:

1.22 Develop a laboratory-to-Main Street system in which MU Extension works with faculty, students and staff across the campus to ensure that the latest research quickly reaches the citizens and enterprises that can use them to better their communities

1.23 Collaborate with economic development agencies throughout the state to foster economic growth

1.24 Convene meetings of regional, national and international business, academic and civic leaders to connect Missourians with the people and ideas that will drive the 21st century economy

1.25 Work with regional political and business leaders to recruit knowledge-intensive businesses, existing and start-up, to Missouri

Action Needed:

- » Establish benchmarks with 1, 3 and 5-year outlooks and develop goals. Report annually on progress to the Provost. Work with the Economic Development Council and Cabinet to develop appropriate communication strategies.

Responsible: Vice Provost for Economic Development

► end of Goal 1



Goal 2:

Build the *Mizzou Advantage*, a set of five focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU

Networks of faculty, staff, students and external partners will build on five targeted areas of existing strength to create major initiatives that tackle some of the most exciting challenges of our era by bringing together researchers from many disciplines. These networks will engage in a range of interdisciplinary activities, including innovative interdisciplinary teaching, multi-division research projects, conferences and symposia, clinical trials and hands-on collaborations with external partners, to name a few. Each initiative will have a significant international component, bridging research and teaching on the MU campus to partners around the globe. Fluid and adaptive, the networks will likely change composition and focus through the years to adjust to changes in the environment. The initiatives (in alphabetical order) are:

Food for the Future

Birthday cakes and matzoh balls, the economic power of U.S. agriculture, Cézanne's fruits, the importance of nutrition to health, humanitarian efforts to end hunger around the world — these all attest to the central role that food plays in every aspect of human life and our urgent need to better understand its production, distribution, consumption, and cultural meanings. Drawing upon the resources on campus and around the state, nation and the world, the Food for the Future initiative enhances existing strengths on campus — for example, in the College of Agriculture, Food and Natural Resources, Food for the 21st century, MU Extension and programs in medicine, nursing, literary studies, history and the health sciences. It will draw faculty from other disciplines eager to work collaboratively on this theme, central to human existence.

Media of the Future

This initiative focuses on how new media technologies and paradigms change the world around us and how we — as citizens and professionals — respond. Building upon strengths in journalism, the Reynolds Journalism Institute, the College of Arts and Science, the Center for the Digital Globe, engineering, and information sciences and learning technologies and reaching out to researchers in virtually every discipline, Media for the Future will stimulate interdisciplinary teaching, research, outreach and economic development efforts that will have impact throughout the globe.

One Health, One Medicine: The Convergence of Human and Animal Health

MU's vigorous interdisciplinary tradition and the presence of internationally recognized strengths in medicine, veterinary medicine and animal science make this initiative a natural one for world leadership by MU. It will involve faculty who work in such areas as health communication, health policy, ethics, environmental sciences and national security. Themes could include public health, clinical/translational research, comparative models for human and animal medicine, zoonotic disease, pandemics and bioterrorism prevention.

Sustainable Energy

MU is uniquely poised to be a national and international leader in the efforts to develop and bring to market reasonably priced and environmentally friendly energy. MU boasts the nation's largest university nuclear research reactor and has strong ties to the nation's agribusiness industry. It also has wide and deep research strengths in biofuels, engineering, and basic and applied sciences. Equally important, this initiative draws upon the resources of a rich interdisciplinary community — of economists, ethicists, designers and architects, sociologists and public policy experts, among others — able to explore the complex ways that energy policies and technologies affect the health of our state, nation and world.

Understanding and Managing Disruptive and Transformational Technologies

From fire to fusion, new technologies have disrupted and transformed economic, social and civic life around the globe. Transformational technologies include not just new hardware and software but also new processes and systems. Because they have the potential to disrupt all facets of human life, virtually every discipline on campus can collaborate in teaching and research programs for this initiative. It will draw on existing strengths in business, engineering, physical and social sciences, the life sciences, nanotechnology and several programs that produce and analyze data.

Educational objectives:

2.1 Leverage the interdisciplinary networks of the initiatives to create a climate in which students, faculty, staff, alumni and administrators engage across demographic, social and interpersonal differences through curricular and co-curricular activities that prepare students for lives and careers in a multicultural global community

Action Needed:

- » Create a database that will track interdisciplinary networks within each initiative and across initiatives.
Responsible: Informatics Institute and members of “Architecture of Collaboration” (Mizzou Advantage-funded project)

2.2 Establish undergraduate and graduate certificate programs with interdisciplinary courses centered on the theme of the initiative

Action Needed:

- » Facilitate connections among academic units and support the development of interdisciplinary certificate programs.
Responsible: Mizzou Advantage Facilitators and Education Coordinator

2.3 Expand and diversify learning opportunities for students inside and outside the classroom

Action Needed:

- » Create problem-based learning, blended on-campus.
- » Develop initiative-related extra-curricular experiences such as residential learning communities, corporate and non-profit internships and service learning projects.
- » Offer initiative-related cross-cultural experiences for students and faculty, including study abroad opportunities.
- » Use new technologies to bring scholars and other experts to campus, including virtually, from around the world.
- » Create postdoctoral fellowship program to provide training and support the development and teaching of new interdisciplinary courses related to Mizzou Advantage.
- » Utilize postdoctoral fellows to develop and teach interdisciplinary courses related to Mizzou Advantage areas.
- » Increase employability of MU recent doctorates.

Responsible: Mizzou Advantage Facilitators and Education Coordinator, Graduate School/ Office of Post-doctoral Education

continued ►

Research objectives:

2.4 Increase stature of MU as an international leader in interdisciplinary areas, research and creative activities

Action Needed:

- » Produce a significant body of interdisciplinary research, including books, refereed articles and convention papers, creative products/activities, Web content and articles for trade and general publications.
- » Engage groups or individuals at other universities in collaborative research, including experiments in the use of innovative software to facilitate virtual teams of researchers working from around the world.
- » Collaborate with leaders in the field, through “super summits,” conferences featuring both established and emerging leaders; one-on-one recruitments of National Academy members and creative on-going appointments to the MU faculty (summer, one-week, etc.).

Responsible: Provost, Office of Institutional Research, Deans, Mizzou Advantage Facilitators

2.5 Stimulate graduate and undergraduate collaborative research with faculty

Action Needed:

- » Establish assistantships, internships, participation in on-campus conferences and symposia and support for research-related travel. Develop interdisciplinary research teams at the undergraduate and graduate level.

Responsible: Mizzou Advantage Facilitators and Education Coordinator

2.6 Increase the number of large-scale proposal submissions in Mizzou Advantage areas

Action Needed:

- » Provide faculty with training and administrative support to develop cooperative grant proposals.
- » Increase post-award grant management infrastructure.
- » Create the “Mizzou Advantages Undergraduate Research Scholars Program.”
- » Increase support for the grantwriter network.
- » Develop strategies to support innovative research and collaborations with the public and private sectors.

Responsible: Provost, Office of Undergraduate Research, Mizzou Advantage Facilitators

continued ►

Outreach objective:

2.7 Use the broad and deep resources of MU Advantage; offer educational opportunities on MU Advantage Initiatives to enrich the quality of lives of Missourians

Action Needed:

- » Work with K-12 and community college teachers in Missouri to develop pedagogical materials and approaches related to the initiatives.
- » Offer initiative-related summer workshops for alumni and high school students.
- » Offer educational opportunities on initiative themes throughout Missouri in collaboration with other universities, community colleges, service clubs, community groups and schools.

Responsible: Vice Provost and Director of Cooperative Extension

Economic development objectives:

2.8 Graduate leaders and a world-class workforce in initiative-related fields

Action Needed:

- » Network with state, regional and national business, government and non-profit leaders and the state's community colleges.

Responsible: Office of Technology Management and Industry Relations

2.9 Increase numbers of commercial applications, start-ups and patents

Action Needed:

- » Invent, test and license or patent significant new technologies, leading to start-up companies or new business models.
- » Collaborate with leaders in the field through “super summits” of conferences featuring established and emerging leaders, one-on-one recruitments of National Academy members and creative ongoing appointments to the MU faculty (summer, one-week, etc.).

Responsible: Office of Technology Management and Industry Relations

2.10 Enhance the economic development activities in initiative-related themes

Action needed:

- » Increase the number of jobs created and/or retained through MU Extension programs.
- » Foster relationships with regional and statewide economic development organizations.
- » Invite state business leaders to participate in initiative-related courses, workshops and meetings with students.

Responsible: Vice Provost for Economic Development, Office of Constituent Relations

► end of Goal 2



Goal 3:

Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development

Human resources objectives:

3.1 Build and continually strengthen, in all university programs, a diverse, safe and inclusive culture that encourages and rewards interaction across demographic, social and interpersonal differences

Responsible: Chief Diversity Officer, Faculty Council, Staff Advisory Council, Vice Chancellor for Student Affairs, MSA, GPC, Vice Provost for Enrollment Management, Director of Intercollegiate Athletics

3.2 Working with Faculty Council, deans and department chairs, plan for faculty and graduate students compensation packages that will place MU near the median of AAU public universities and update our employee benefit programs (e.g., adding domestic-partner benefit programs) in ways which will ensure the attraction and retention of the best faculty and graduate students in the country

Action Needed:

» Faculty Council and Graduate Faculty Senate shall appoint a faculty task force (all ranks) to confront the essential issues surrounding faculty and graduate student compensation and benefits. Although the system and campus administration should continue to press for greater state support of the university, the current national fiscal climate and potential for further stagnation or decline of state funding in the short term make it essential that faculty consider alternative funding and budget models to correct the historical shortcomings in faculty compensation. Council shall use the task force's report to initiate a campuswide discussion of the faculty's priorities in regards to funding increased compensation or benefits using either new or existing funds in the general operating budget. The consensus of the faculty shall be conveyed to the campus and system administration to help shape future budget allocations.

Responsible: Faculty Council, Graduate Faculty Senate, Graduate School Dean

» Utilizing the reports of the Faculty Council and Staff Advisory Council compensation task forces (see bullet 3.3), combined with the 2010 benefits survey, the Associate Vice Chancellor for Human Resource Services should report on benefit plan options such as the possibility of offering "cafeteria style" benefits packages that allow employees to choose between different types of benefit plans. Cost of plans should remain equitable.

Responsible: Associate Vice Chancellor for Human Resource Services

continued ►

3.3 Working with Staff Advisory Council, Human Resource Services and campus administrators, strive to make MU an exceptional employer for staff by providing competitive compensation packages including equitable salaries, updated benefit packages and enhanced opportunities for staff training, mentoring and leadership development

Action Needed:

- » Staff Advisory Council shall appoint a staff task force to address compensation issues. The task force should research innovative ideas for improving compensation and training such as (but not limited to) earmarking a portion of savings from Shared Services for staff raises and the development of an internal staff training program that includes coaching and mentoring through the post-interview process. The Human Resources staff titles pilot study should be expanded to include all staff positions to ensure competitive compensation packages are in place. The Staff Advisory Council shall report the task force's recommendations to the administration.
Responsible: Staff Advisory Council
- » Utilizing the reports of the Staff Advisory Council and Faculty Council compensation task forces (see bullet 3.2), combined with the 2010 benefits survey, the Associate Vice Chancellor for Human Resource Services should report on benefit plan options such as the possibility of offering "cafeteria style" benefits packages that allow employees to choose between different types of benefit plans. Cost of plans should remain equitable.
Responsible: Associate Vice Chancellor for Human Resource Services

3.4 Design and implement incentive plans aligned with high-priority campus goals (e.g., excellent teaching and outreach activities), perhaps modeled after the existing MU Grant Incentive Plan but including more than just financial incentives

Action Needed:

- » SPRAC should appoint a subcommittee to consider the feasibility of creating an incentive plan to reward individuals whose teaching or outreach efforts are not only high quality but also exceed expectations.
Responsible: SPRAC

3.5 Explore more flexible models for promotion of tenured faculty and reward systems that allow non-traditional mixes of research, advising, teaching and service contributions that accommodate both the changing interests of faculty and the changing needs of the campus

Action Needed:

- » Faculty Council shall appoint a task force of full professors with leadership reputations in teaching and/or research (e.g., Curators Professors, past heads of campus P&T committee) to perform a systematic examination of all aspects of the promotion of tenured faculty.
Responsible: Faculty Council

3.6 Create a Teaching and Learning Center of Excellence that will nurture high quality teaching by sponsoring workshops, an annual teaching conference peer review, and faculty development

Responsible: Vice Provost for Undergraduate Studies

continued ►





Resource generation and allocation objectives:

3.7 Ensure that, even as MU targets some resources toward the Mizzou Advantage, all programs that provide the core academic quality of MU are sustained at levels worthy of a major research university

Responsible: Provost

3.8 Working with campus academic and financial staff, students and state leaders, plan for new programs and vehicles of instruction, including new online certificate and continuing education programs, that maximize revenue while ensuring high-quality instruction. Particular attention should be given to attracting new non-traditional, non-resident and international students.

Responsible: Provost

3.9 Develop strategies for producing new revenues from innovative research and other collaborations with the private and public sector

Responsible: Vice Chancellor for Research, Vice Provost for Economic Development

3.10 Develop collaborative relationships with Missouri businesses, government offices and non-profits through which MU provides revenue-producing research and educational services that stimulate economic development and job creation

Responsible: Vice Chancellor for Research, Vice Provost for Economic Development

continued ►

3.11 Assure that MU Libraries are able to support the teaching, research, outreach and economic development missions of a major research university

Action Needed:

- » Develop a suite of benchmark measurements to track use of online and print collections, research and document delivery services, consultation and instructional services, and facilities.
- » Assess the quality of library collections and services through periodic surveys of faculty, students and other constituencies.

Responsible: Director of Libraries and Library Committee

3.12 Continually seek more efficient methods of operation to free up resources that can be reallocated to critical needs

Responsible: Director of Budget

3.13 Increase research grants and contracts necessary to maintain and grow the state's largest research enterprise

Responsible: Vice Chancellor for Research

3.14 Building on the successes of For All We Call Mizzou, plan and execute an aggressive development campaign that will provide the crucial financial support MU will need to excel

Responsible: Vice Chancellor for Development

continued ►



3.15 Continue systematic planning to ensure that campus facility infrastructure, space utilization, sustainability initiatives and information technology are ready for tomorrow's teaching, research, economic development and service innovations

Action Needed:

- » Report annually to the Chancellor and broadly to the campus community on campus facility and information technology infrastructure, capabilities and innovations required for cutting edge teaching, research, economic development and service.

Responsible: Associate Vice Chancellor–Facilities, Chief Information Officer

Policy objectives:

3.16 Systematically study campus policies and practices with an eye toward removing bureaucratic barriers to innovation and encouraging risk-taking

Action Needed:

- » Appoint a subcommittee of SPRAC to identify barriers that need to be removed and make recommendations for creating processes and systems that support innovative and interdisciplinary teaching and research.

Responsible: SPRAC

3.17 Working with Faculty Council, deans, department chairs and administrators, systematically study and revise promotion and tenure guidelines at the departmental, divisional and campus levels to bring them in line with strategic planning goals

Action Needed:

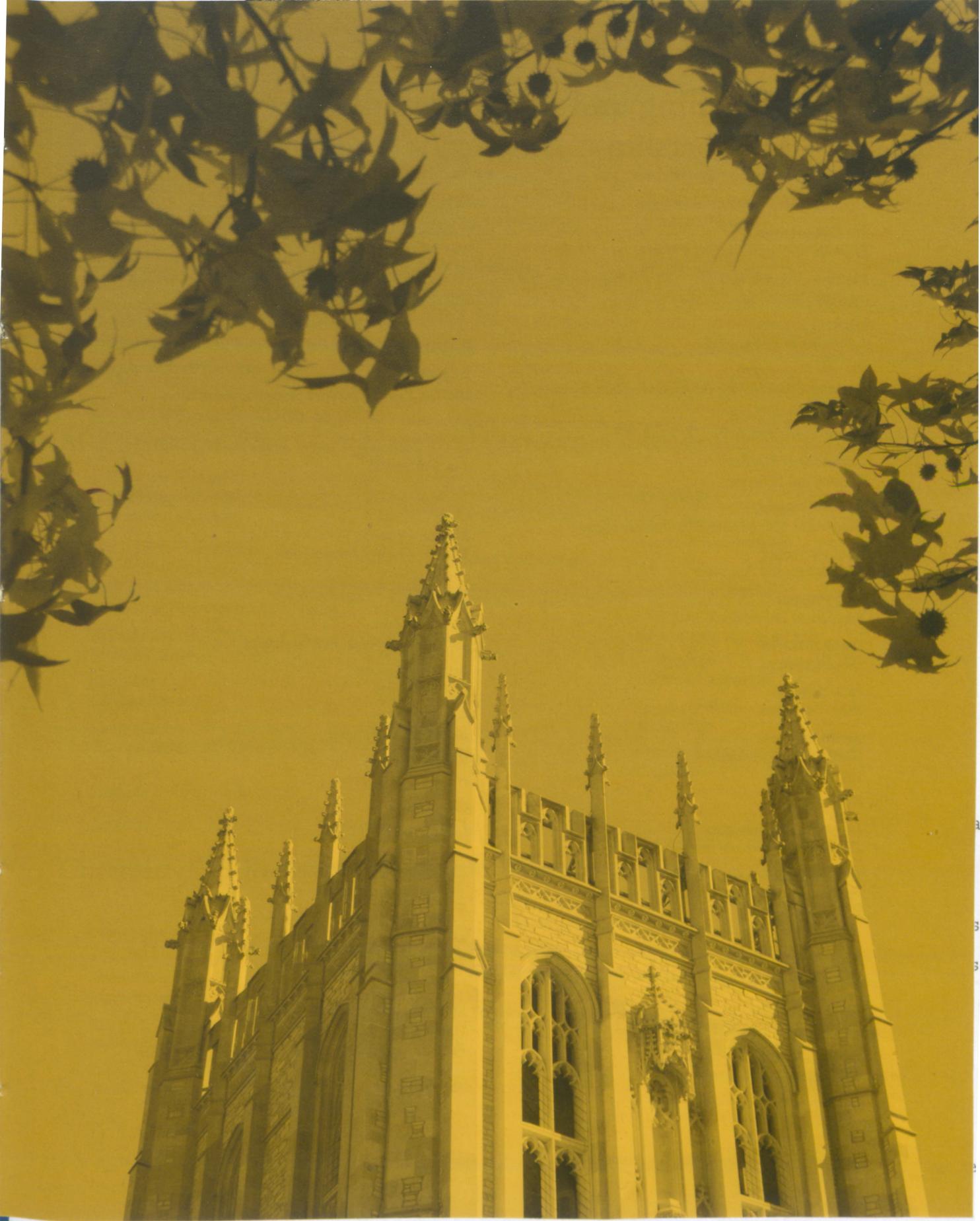
- » Faculty Council shall appoint a task force of tenured and tenure-track faculty from all ranks to perform a systematic examination of all aspects of the promotion and tenure process, including rewarding interdisciplinary scholarship and considering where tenure might reside.

Responsible: Faculty Council

3.18 Create a task force to review current policies, analyze effectiveness of current methods of collecting and reporting, and if warranted, investigate the feasibility of creating a unified data collection mechanism to record and report faculty and student activities and accomplishments efficiently.

Responsible: Provost

► end of Goal 3



Strategic Planning and Resource Advisory Council

2010–11 Membership

Faculty Representatives

Pat Okker (chair)
English

Martin A. Alpert, MD
Internal Medicine

Michael L. Cook
Agricultural Economics

Stefani Engelstein
German Studies; Life Sciences & Society Program

Kristofer Hagglund
Health Psychology

Christopher Hardin
Nutritional Sciences

Michael Misfeldt
Molecular Microbiology & Immunology

Michael Nolan
Applied Social Sciences

Tom Phillips
Biological Sciences

Frank Schmidt
Biochemistry

Jack Schultz
Plant Sciences

Kevin Shelton
Geological Sciences

Bill Wiebold
Agronomy

Roger L. Worthington
Educational, School and Counseling Psychology

Flore Zephir
Romance Languages

Deans

Dean Mills
School of Journalism

Mike O'Brien
College of Arts and Science

James Thompson
College of Engineering

Missouri Students Association (MSA)

Timothy Noce, Eric Woods

Graduate Professional Council (GPC)

Kristofferson Culmer

Extension

Jo Britt-Rankin
Human Environmental Sciences Extension

Libraries

Jim Cogswell

Alumni

Melodie Powell
Mizzou Alumni Association

Staff Representatives

Marijo Dixon
Truman School of Public Affairs

Suzanne Lippard
MU Libraries

Alan Marshall
Biological Sciences

Karen Touzeau
Human Resources

Greg Watts
Facility Operations

Jeffrey Zeilenga
Student and Auxiliary Services

Ex Officio

Marty Oetting
Government Relations

Leona Rubin
Faculty Council Chair

Harry Tyrer
Faculty Council Fiscal Affairs Committee Chair

Chancellor's Staff Membership

Brady J. Deaton, Chancellor

Brian Foster, Provost

Mike Alden
Intercollegiate Athletics

Robert Duncan
Office of Research

David Housh
Development, Alumni Relations

Jackie Jones
Administrative Services

Chris Koukola
University Affairs

Todd McCubbin
Mizzou Alumni Association

Ann McGruder
Office of the Chancellor

Michael Middleton
Deputy Chancellor

Michael Ouart
MU Extension

Tim Rooney
MU Budget Office

Cathy Scroggs
Student Affairs

Harold Williamson, MD
MU Health System

MU Strategic Plan — Actions and Outcomes Task Force Membership

Leona Rubin (co-chair)
Biomedical Sciences

Jim Cogswell (co-chair)
Libraries

Beth Chancellor
Division of Information Technology

Beverly Coberly
MU Extension

Ken Dean
Deputy Provost

Marijo Dixon
Truman School of Public Affairs

Lori Franz
Trulaske College of Business

Jill Hermsen
Women's and Gender Studies

Jackie Litt
Women's and Gender Studies

Pat Okker
English

Tom Phillips
Biological Sciences

Gary Ward
Campus Facilities

Bill Wiebold
Agronomy

Ex-Officio

Mardy Eimers
Institutional Research

Kathy Felts
Institutional Research

Ann Korschgen
Enrollment Management

Pat Morton
Planning Assistant

Alysha O'Neil
Budgeting

Brenda Selman
Registrar

Committee to Revise the Strategic Plan

Dean Mills (chair)
Journalism

Allen Bluedorn
Management

Mardy Eimers
Institutional Research

Jung E. Ha-Brookshire
Textile and Apparel Management

Virginia Huxley
*Medical Pharmacology
and Physiology*

Michael Nolan
Applied Social Sciences

Pat Okker
English

Michael Ouart
Extension

Tom Phillips
Biological Sciences

Jim Spencer
Newsy.com

Karen Touzeau
Human Resources



University of Missouri

Published by the MU Office of the Chancellor
105 Jesse Hall, Columbia, MO 65211
Phone: 573-882-3387 • Fax: 573-882-9907
Email: chancellor_office@missouri.edu

PRINTED MAY 26, 2011

University Libraries
University of Missouri--Columbia

Information for One Mizzou 2020 Vision for Excellence

Local identifier mizzou2020

Source information

Format	Book
Content type	Text
Notes	

Capture information

Date captured	2018 March
Scanner manufacturer	Zuetschel
Scanner model	OS15C00
Scanning system software	
Optical resolution	600 dpi
Color settings	color
File types	tiff

Derivatives - Access copy

Editing software	Adobe Photoshop CC 2017
Resolution	600 dpi
Color	color
File types	tiff
Notes	