



University of Missouri–Kansas City

STRATEGIC PLAN

2018-2028

February 8, 2024

DEAR UMKC STAKEHOLDERS AND CONSTITUENTS,

In 2018, I was just beginning my journey as chancellor of the University of Missouri-Kansas City. That year, we launched a comprehensive vision and action plan for elevating the excellence of UMKC, Kansas City's only public research university. That document – UMKC Strategic Plan 2018-2028 – became our blueprint for the future. It contained both a broad strategic framework and detailed metrics for achieving even greater success in educating our students, advancing our research enterprise and engaging more deeply with our Kansas City community.

But we all know the thing about plans. The minute you commit plans to paper, the world begins to change. And in the past five years, we didn't just experience ordinary change. The world has undergone a remarkable shift, including a major worldwide pandemic, that has had deep and lasting effects on higher education and our daily lives.

At the five-year mark, we found ourselves with the delightful quandary of needing to revisit our metrics. On some measures of achievement, we outperformed our expectations and accomplished in five years what we set out to do in 10. On other metrics, we know we still have important work to do. Since we are not ready to rest on our laurels just yet, we must raise the bar.

Therefore, it is my distinct pleasure to release this updated version of our UMKC Strategic Plan. Our strategic themes remain unchanged, but we have revised some of the goals and metrics in small but important ways that will keep us ever reaching for greater achievement. We have refined our vision to account for the changing needs of our campus and community. We have seized the moment and added some new opportunities that weren't on the horizon five years ago.

With your full support and engagement, we look forward to seeing what the next five years will bring.

Onward, UMKC.

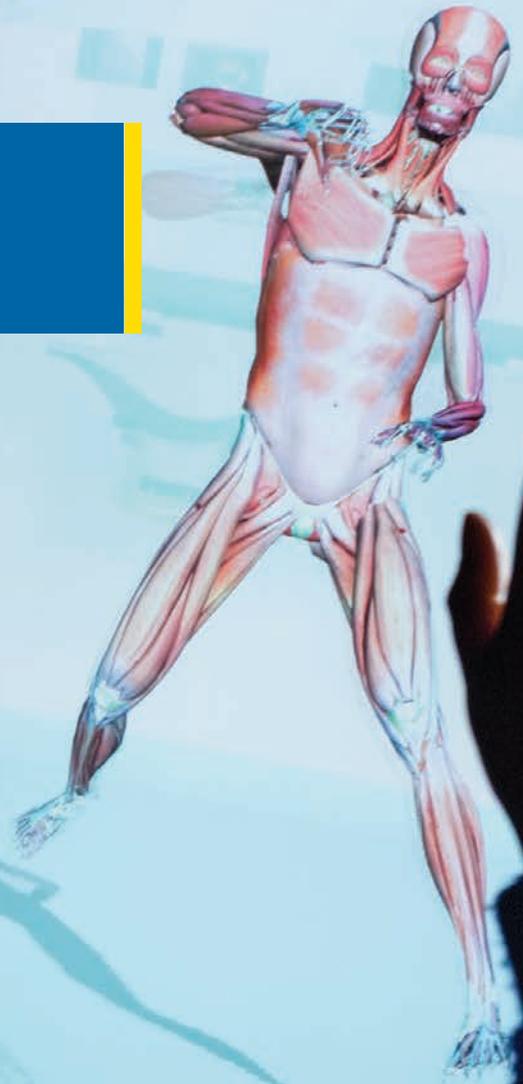
A handwritten signature in black ink, reading "C. Agrawal". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

C. Mauli Agrawal, PH.D.
Chancellor

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OVERVIEW AND BACKGROUND



About the University of Missouri-Kansas City

Through education, discovery and community engagement, UMKC's people and programs drive the social, cultural, health and economic enrichment of the Greater Kansas City region and the state of Missouri.

Since UMKC's founding, the driving mission has been to engage deeply in the community, working side by side with the region's leaders, to develop human potential by educating the city's future workforce and leaders and to solve the most pressing challenges of the day through our research and scholarship.

Though the mission may not have changed, UMKC has evolved the way it delivers on its mission. The university has developed a mindset and strategic framework to position itself for future success by celebrating UMKC's unique qualities and having the courage to break tradition with those higher education norms that have outlived their usefulness or don't have meaningful outcomes. UMKC has set forth ambitious goals in the Strategic Plan and has made intentional investments to support these goals, starting in 2018.

The objective is to find innovative ways to meet the educational needs of new generations of students, support and develop faculty and staff, enhance the research enterprise and deliver greater value to the campus and community. UMKC's forward-looking vision involves a unique combination of building on core strengths while developing new solutions.

As Kansas City's only public urban research university, UMKC offers an exceptionally comprehensive academic portfolio of more than 120 academic programs for graduate and undergraduate students. From STEM programs to the humanities, from health professions to law, UMKC has something for everyone. It is the only public university in Missouri with schools of dentistry and pharmacy, and a Conservatory for music, dance and theatre.

UMKC also features an exceptionally diverse student body, attracting students from Missouri and neighboring Kansas but also from almost every U.S. state and about 70 countries around the world. About 68% of UMKC students are either first-generation college, underrepresented-minority or Pell-eligible students. UMKC also has garnered national honors for its work to provide a welcoming academic environment for students from a variety of experiences, including military veterans, among others. Today, UMKC's enrollment sits at 15,300 students.

To meet the varying needs of students, UMKC has developed a number of unconventional programs to enhance student success. The First Gen Roo Scholars program creates a unique set of first-year experiences to support greater academic achievement and retention among students whose parents didn't attend college. After three years, First Gen Roo students have higher GPAs and higher retention rates than their peers.

Another program, UMKC Professional Career Escalators, helps students think beyond just getting the credits required to graduate. Instead, UMKC has built a comprehensive set of experiences that gives students access to mentors, leadership development, graduate and professional school preparation, internships and other experiences that will enable them to not only earn a degree but create a blueprint for career success post-graduation.

These programs, along with many others, have driven steady improvement in retention and graduation rates, a trend line UMKC is eager to extend.

Similar out-of-the-box initiatives are underway with faculty recruitment and development as well as the growth of the research enterprise.

UMKC's academic excellence in teaching and research requires a dedicated faculty — one that models continuous growth and innovation. The Provost's Office founded the UMKC Center for Advancing Faculty Excellence in response to a growing desire by faculty to have an enriched set of training and development opportunities to support them in their academic pursuits. Among the varied offerings are mid-career leadership development, research grant writing classes and task forces looking at national recognition for faculty with outstanding achievement.

Further, UMKC leadership has publicly set forth multi-year plans to invest in faculty hiring and staff support for faculty research to ensure continued excellence at UMKC.

Growing the research enterprise has also been an area of focus for the university in recent years, with notable success. Standout areas of research at UMKC include national security, microelectronics, data analytics, drug development, health equity, digital humanities and more. UMKC has more than doubled research expenditures in the past five years and more than tripled total sponsored awards. The Strategic Plan lays out a path for continued advancement, and UMKC has set its sights on becoming a Carnegie R1 research enterprise by 2030.

As UMKC has flourished academically, it also has seen tremendous success in building its relationships with donors, alumni and the community at large. With more than 56,000 alumni in the Kansas City area and strong business and civic connections across the region, UMKC has a wealth of partners and volunteers to help recruit students, raise funds for scholarships, advocate for UMKC, contribute to UMKC campaigns and maintain the bridges that connect campus and community. The university's Board of Trustees and UMKC Foundation Board represent the best of leadership in the region. The university convenes more than 53 community affiliate groups comprised of civic and community leaders who ensure our impact extends beyond the classroom.

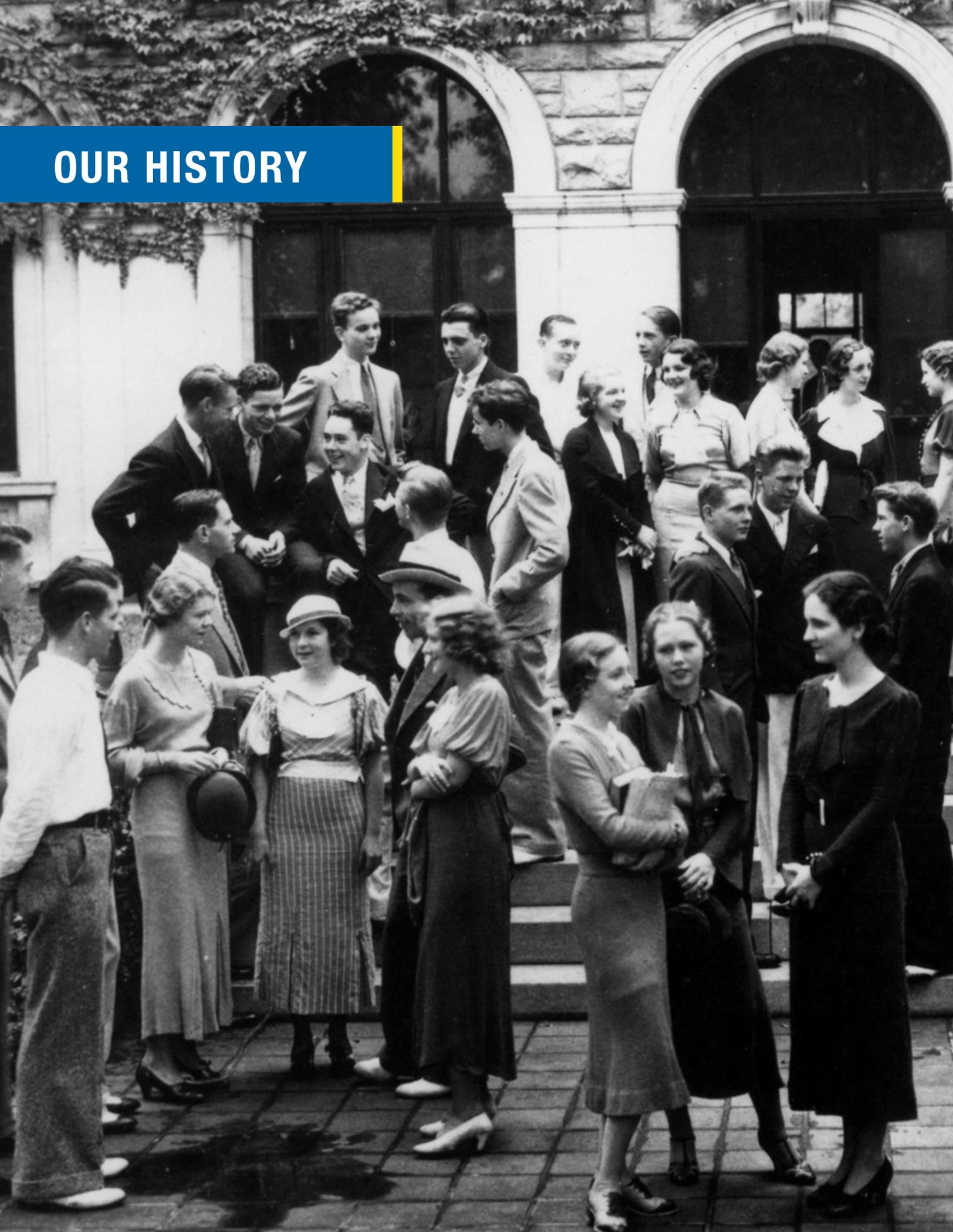
The UMKC Innovation Center sits at the center of Kansas City's entrepreneurial ecosystem, helping people turn their ideas and innovations into ventures that create jobs and grow the economy. Each year, the Innovation Center serves more than 5,000 clients, through training classes, one-on-one counseling sessions and referrals to other support organizations. The center expands its reach through SourceLink, a national organization with more than 80 regional chapters that builds entrepreneurial infrastructures in communities across the nation.

Because of these and other strong community collaborations, UMKC has received the Carnegie Foundation for the Advancement of Teaching's coveted Community Engagement Classification.

On the philanthropic front, UMKC is setting new records for charitable giving, with a record-setting total in 2023 and a comprehensive campaign in the works. Donors have responded favorably to UMKC initiatives to support student scholarships, programming and key capital projects including a new \$120M Healthcare Delivery and Innovation Building at the UMKC Health Sciences District.

Five years into a 10-year Strategic Plan, the word at UMKC is momentum — the university has made tangible, energetic progress from academics to research to community engagement that is driving it to new heights.

OUR HISTORY



History of UMKC: Of, By and For the Community

In 1933, Kansas City's civic leaders dared to dream big during a time of great challenge. In the depths of the Great Depression, they founded a university.

It was an event born of a powerful, yet simple idea: To overcome the tough times and become a great city, Kansas City needed a great university.

What was originally known as the University of Kansas City began its first classes with just 18 instructors and 265 students. In 1936, 80 students became UKC's first graduating class.

The original UKC was a private university, though it was created to serve a very public purpose: to be a catalyst for growth, a statement of confidence and a beacon of hope. It was a university created by, and for, this community. UMKC has been bound to this community, and this community to the university, ever since.

Over the years, existing institutions merged with the university and today stand as the School of Law, School of Dentistry, School of Pharmacy and Conservatory.

The private institution joined the University of Missouri System, becoming a public university in 1963, and in the years since has added several other academic units to the university portfolio. Today's UMKC includes more than 15,300 students, spread over two campuses in Kansas City and three satellite locations around Missouri.

UMKC counts one Pulitzer Prize winner among its faculty, and two among its alumni. The faculty boasts Guggenheim Fellows in programs ranging from music to philosophy to dance to English literature. In addition to President Truman, alumni include a Supreme Court justice, a senator, mayors and governors, educators and astronomers, surgeons and symphony conductors, police chiefs, entrepreneurs and philanthropists.

ESSENTIAL DOCUMENTS



College Star

- Health options in that diversity
- Info
- Campus
- Supplies
- Integration

- Educating about child nutrition [classroom, school lunch, voluntary (community)]
- Nutritious food for college students [open campus, culture] cultural food?
- Healthier food expensive (cost), time, meal prep
- Physical health & mental health
- Ingredients (how to), taste, grocery stores
- Microinformaton, consistency
- MINDSET
- Sustainability

REAL

People

Shipping?
Nutrition
Cooking

Misconception
Sustainability
Resources

Number?
Cause?

Senior Edu

Addressed Problems

school public
student body

The University of Missouri System

Formed in 1963, the University of Missouri System's founding goal was to leverage its collective resources to achieve more together than its component parts could individually as they deliver excellence in teaching, research and creative works, economic development, engagement and inclusion.

It is the fundamental responsibility of UM System universities and leaders to effectively manage resources to achieve the System's vision and mission. This fundamental responsibility compels all to look beyond individual universities and interests to enable the UM System to meet the needs of the people of Missouri, the nation and the world.

In addition to its four campuses — the University of Missouri-Kansas City, or UMKC, the University of Missouri-Columbia, or MU, Missouri University of Science and Technology, or S&T, and the University of Missouri-St. Louis, or UMSL, — UM System comprises a statewide health-care system, multiple research parks and incubators, agricultural research stations and a vast network of small business and technology development centers, extension centers, telehealth network sites and MOREnet sites.

Collectively, the UM System is a nearly \$4 billion enterprise that represents one of the greatest assets of the state of Missouri.

Mission *(what we do)*

As an urban research university, our mission at the University of Missouri-Kansas City is to promote learning through the discovery, preservation and dissemination of knowledge of public value across a broad spectrum of disciplines and fields of study. UMKC celebrates the individual and embodies diversity and inclusion by intertwining these goals with innovation to enable transformational impact aimed at bringing cultural, social, health and economic prosperity to the metropolitan, regional and global communities we serve.

Vision *(why we do what we do)*

UMKC aspires to be an exemplary public urban research university of the 21st century, pursuing excellence as a human-centric learning and discovery community, fostering equity, diversity and inclusion to enrich the lives of the people and regions we serve.

Changing the world starts here.

UMKC's Unique Academic Programs

1. CONSERVATORY

The Conservatory, with its music, dance and theatre programs, has earned the distinctive designation of being the leader in the UM System for the visual and performing arts. It has an internationally renowned composing program and counts a Pulitzer Prize-winning composer and four Guggenheim Fellows among its faculty. Conservatory faculty and alumni have founded many of the community's premier performing arts organizations, including the Kauffman Center for the Performing Arts, Kansas City Symphony, Kansas City Ballet, Lyric Opera, Kansas City Repertory Theatre, Heart of America Shakespeare Festival and many more. The Conservatory presents more than 500 events per year, including recitals, master classes, concerts, workshops and main stage productions.

2. SCHOOL OF DENTISTRY

As the only public dental school in Missouri, this competitive program serves students seeking doctor of dental surgery degrees and bachelor of science in dental hygiene degrees. The school has more than 7,000 alumni practicing throughout all 50 states. In addition to oral health education, the school conducts cutting-edge research and delivers dental care to more than 60,000 patients each year through its comprehensive care clinic, providing about \$750,000 annually in free dental care to community members.

3. SCHOOL OF EDUCATION, SOCIAL WORK AND PSYCHOLOGICAL SCIENCES

This academic unit focuses on the education and social needs of people across their life spans, supporting development and well-being of people through teaching, research and clinical practice. The school is a national leader in innovation and research in urban K–12 education. Its education, social work, psychology and counseling programs include advanced education opportunities leading to professional licensure. The school's mission rests on more than 65 years of mutually beneficial partnerships within the Greater Kansas City metropolitan area — engaging with school districts, charter schools, hospitals, mental health agencies, and educational and social service organizations.

4. SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

In the School of Humanities and Social Sciences, students pursue a well-rounded course of study in the humanities, social sciences and arts that helps them develop sought-after leadership and career skills such as excellent communication, critical analysis, collaboration and creative problem-solving. The school comprises 10 academic departments and multiple interdisciplinary programs, and offers undergraduate, master's and terminal degrees. In the classroom, students learn from faculty producing world-class research and creative work; outside of the classroom, community engagement and internship opportunities lead to strong connections and job placements.

5. SCHOOL OF LAW

UMKC School of Law offers a comprehensive, affordable law education, with historic strengths in trial and advocacy, and a growing national presence in business law and technology. UMKC is one of only six law schools in the United States to have educated both a president of the United States (Harry S. Truman) and a U.S. Supreme Court justice (Charles Evans Whittaker). With a focus on job acquisition, the school hosts a variety of best-in-class clinics and provides bar prep programs to every student, included in tuition. The Law School's Continuing Legal Education department is the largest provider of CLE in Kansas and one of the largest in Missouri.

6. HENRY W. BLOCH SCHOOL OF MANAGEMENT

No other school of business and public affairs in the region has met the rigorous accreditation standards of both the Association to Advance Collegiate Schools of Business and the Network of Schools of Public Policy, Affairs and Administration. Renowned for its work in entrepreneurship and innovation, the Bloch School is a vital part of the entrepreneurial ecosystem of Greater Kansas City. Partnerships within the business community are leveraged to provide experiential learning through distinctive educational opportunities that develop talent and promote career success. In the nonprofit arena, UMKC has educated and nurtured the development of civic and philanthropic leaders across the region.

7. SCHOOL OF MEDICINE

This program, named by U.S. News and World Report as a top medical school in the nation for primary care, is one of only a handful of medical schools nationally that accepts students upon high school graduation and puts them through a rigorous program that earns them B.A. and M.D. degrees in just six years. Immediate exposure to a curriculum that builds a strong foundation in medical science and clinical skills is integrated with leadership development, liberal arts and humanities. The school also offers a four-year M.D. program in St. Joseph, Missouri, with a goal to fill health-care provider gaps in rural Missouri, as well as degree offerings in related fields such as the master of medical science physician assistant program.

8. SCHOOL OF NURSING AND HEALTH STUDIES

Offering both undergraduate and graduate programs, the school offers multiple degree tracks for students interested in nursing and health-care professions. Adjacent to the schools of medicine and pharmacy, this program provides students multiple interprofessional practice opportunities, along with clinical and research experience. The school is regularly listed as one of the best graduate online nursing programs in the nation and has been lauded for its undergraduate programs as well.

9. SCHOOL OF PHARMACY

This program is nationally recognized for community engagement and applied learning, and its graduate programs and research activities consistently rank in the top third of pharmacy schools from the National Institutes of Health. Satellite programs in Columbia and Springfield are designed to address rural health-care gaps in Missouri. Graduates go on to work in a wide variety of practice areas, including clinics, academia, public health, businesses, hospitals and the pharmaceutical industry.

10. SCHOOL OF SCIENCE AND ENGINEERING

The School of Science and Engineering provides excellent training in computing, natural sciences, mathematics and engineering. Undergraduate, graduate and doctoral programs supply a well-educated workforce to keep pace with the demand in Greater Kansas City, which has one of the largest concentrations of engineering firms per capita in the United States and a burgeoning computer science sector. The school's Robert W. Plaster Free Enterprise and Research Center is a hub for collaborative research and innovation, including a clean room for the study of bio and nanomaterials, an augmented and virtual reality lab, a renewable energy lab, spaces for the study of unmanned systems and a high-performance computing lab. Areas of excellence include breakthrough research in network security, drone technology, augmented and virtual reality, artificial intelligence and biomedical engineering partnerships with the School of Medicine.

Statement of Values

We, the community members of UMKC, are proud to contribute to a student-centered urban university, serving our mission of learning, discovery, research and service, inspired by our commitment to equity, diversity, inclusion and respectful interaction.

COMMITTED TO LEARNING, WE AGREE TO:

- » Pursue our own growth, encourage our students and support all engaged in learning, discovery, research and service.
- » Learn from our mistakes and value feedback from others.
- » Explore the ways our experiences and biases shape us, so as to empower ourselves and elevate our communities.

AS INDIVIDUALS, WE AGREE TO:

- » Act with honesty, integrity, transparency and accountability for our decisions and actions.
- » Appreciate each person as multitalented, possessing dignity and reflecting diverse social and cultural identities.
- » Listen to others with empathy, express our own views with civility and engage in respectful dialogue.

AS A COMMUNITY, WE AGREE TO:

- » Foster a culture of caring and service.
- » Avoid assuming intentions or judging others.
- » Partner and collaborate with colleagues and constituents in our stewardship of university resources.

WORKING TO CREATE A GREAT UNIVERSITY, A VIBRANT COMMUNITY AND A BETTER WORLD, WE AGREE TO:

- » Ensure that everyone is safe and free from oppression, to fully participate in our multicultural community.
- » Engage in critical inquiry and data-informed decision-making that fosters continuous improvement.
- » Recognize change as an ongoing opportunity to create a brighter future for each and for all.

OUR KEY VALUES:

Learning | Diversity | Integrity | Accountability | Respect | Collaboration



SECTION 2:

STRATEGIC PLAN PILLARS

Building a Model Public Urban Research University for the 21st Century

UMKC is committed to being a transformational force in our community, and in the world. We commit to providing:

- » Transformational undergraduate and graduate education.
- » Transformational solutions to grand challenges via discovery and applied research.
- » Transformational enhancements to social, cultural, health and economic prosperity.

UMKC's Strategic Plan is the road map that we will follow on our journey to deliver these commitments. The foundation of the plan is the Missouri Compacts: unifying principles developed by the University of Missouri System to guide strategic planning at all four System universities.

The plan is also based on a single Foundational Commitment. We recognize that a university is not buildings. It is not books or computers or advanced technology or laboratories. A university is people, because without the right people, these tools cannot perform their proper function. Therefore, the foundational commitment of the new strategic plan is to support the personal and professional development of our faculty and staff.

This foundation supports five pillars through which we will achieve transformation:

1. Provide exceptional student learning, success and experience (Aligned with The Missouri Compact for Excellence in Student Success).
2. Advance a thriving discovery enterprise (Aligned with The Missouri Compact for Excellence in Research and Creative Works).
3. Transform our community and region with impactful engagement (Aligned with The Missouri Compact for Excellence in Engagement and Outreach).
4. Foster an environment of inclusive opportunity and excellence (Aligned with The Missouri Compact for Inclusive Excellence).
5. Develop strong and resilient people, processes and physical infrastructure (Aligned with The Missouri Compact for Excellence in Planning, Operations and Stewardship).

These pillars were developed after a careful analysis of the university's strengths, weaknesses, opportunities and threats. Indeed, UMKC set forth its aggressive and hopeful ambitions for the future in 2018 amid a host of challenges that have beset all higher education institutions. These pressures included shrinking revenues, heightened focus on workforce development, greater expectations

for return on investment from students and community alike, changing expectations about personalization and engagement, more aggressive competition and greater demand for accountability.

UMKC recognized that first movers to address these pressures will benefit most, while those slow to change will experience significant, negative consequences. While the Strategic Plan represented a strong blueprint for progress, UMKC was ready to navigate a fork in the road that would further set it apart from its higher education colleagues. Shortly after the release of the Strategic Plan in late 2018, the university made a bold play to seize its own destiny and forge a new path for change. This move came during a most unexpected time. A global pandemic.

In March 2020, UMKC, along with most public institutions, went into lockdown in response to COVID-19. Students, faculty and staff were sent home. Classes and work moved to remote operations. The economy went into hibernation. In that uncertain time, UMKC went against conventional wisdom and human instinct. Rather than hunker down or retrench, UMKC dug deep and used the crisis to reinvent itself.

During that bleak spring, the university launched UMKC Forward. More than 140 people came together during a series of deep workshops and explorations to reimagine the university's future in innovative and creative ways with the goals of growing UMKC's academic and research excellence as well as its financial stability. Hard decisions were made about programs to cut. But more importantly, the university made decisions about where it would invest to ensure success in what matters to the university: helping students succeed and go on to meaningful career achievement; solving the grand challenges of the community and the world through research and discovery; building the workforce of tomorrow and deeply engaging in the community for positive change.

UMKC came out of the pandemic stronger than ever, and the work of UMKC Forward gave new impetus and focus to the university's pursuit of its Strategic Plan goals. With UMKC Forward, the university's impact as an urban public research institution has resulted in heightened achievement and new momentum with enormous positive benefits for the campus, the community and the region.

PILLAR 1:

PROVIDE EXCEPTIONAL STUDENT LEARNING, SUCCESS AND EXPERIENCE



PILLAR 1:

Provide exceptional student learning, success and experience

This pillar reflects the fundamental reason for the transformation of UMKC, and for this plan to guide the transformation. We are leaving behind the model of university-as-gatekeeper, charged with selecting an elite few to lead. We are embracing a public-service model for higher education in which we are called to help all those who come here successfully reach their goals. We will support each other in a culture of caring for people as individuals, meeting them where they are, and using innovation and discovery to find ways to help them succeed. When we disagree, we will do so in an atmosphere of mutual respect, civility, and a commitment to equity, diversity and inclusion. We will be a learning-centric organization, recognizing that student success is our primary mission, while maintaining our commitment to meet the needs of all of our stakeholders, including faculty, staff, alumni and the community at large.

We are committed to providing customized educational experiences tailored to each individual's needs, through a combination of impactful and engaging classroom and online learning, academic support and cocurricular experiences. We will be a provider of lifelong learning, delivered through an ever-evolving array of flexible, diverse, personalized formats.

As in a family, our students will find here a place where they are welcomed, where they belong and where they know they are cared for as part of a community infused with a sense of spirit and pride. Our collective spirit rises from a sense of pride in ourselves, in each other and as an institution to which we share a lifelong connection.

METRICS

Specific targets for this pillar include:

- » Increasing first-year retention for full-time, first-time college students
 - 2018 Baseline: 75%
 - 2023 Target: 80% (Actual: 77%)
 - 2028 Target: 82%
- » Increasing first-year retention for full-time transfer students
 - 2018 Baseline: 71%
 - 2023 Target: 78% (Actual: 80%)
 - 2028 Target: 85%
- » Increasing the six-year graduation rate for full-time, first-time college students
 - 2018 Baseline: 49%
 - 2023 Target: 60% (Actual: 55%)
 - 2028 Target: 66%
- » Increasing the six-year graduation rate for full-time transfer students
 - 2018 Baseline: 60%
 - 2023 Target: 66% (Actual: 64%)
 - 2028 Target: 70%
- » Increasing the career outcome rate
 - 2018 Baseline: 78%
 - 2023 Target: 85% (Actual: 90%)
 - 2028 Target: 95%
- » Increasing total fall enrollment (including dual high school)
 - 2018 Baseline: 16,675
 - 2023 Target: 20,000 (Actual: 15,327)
 - 2028 Target: 17,250
- » Increasing total fall enrollment (excluding dual high school)
 - 2023 Baseline: 11,963 [new metric]
 - 2028 Target: 13,750

Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

GOAL 1.1

Increase the retention, persistence and successful degree completion of our undergraduate students.

STRATEGIES

- A. Support the increase of undergraduate student retention, persistence and successful degree completion by:
 - » Increasing the use of predictive data analytics to identify opportunities.
 - » Increasing the use of data in the review of policies and procedures to remove institutional barriers.
 - » Using predictive data analytics to review existing student support initiatives.
 - » Analyzing existing and emerging technologies to determine efficacy as support tools.
- B. Decrease the gaps for specified student groups in retention, persistence and successful degree completion of undergraduate students.

GOAL 1.2

Increase enrollment in targeted areas to assist in meeting anticipated regional workforce needs, while maintaining our commitment to student diversity and academic quality. Increased enrollments will create opportunities for strategic investments in student success resources.

STRATEGIES

- A. Engage in comprehensive outreach programming to regional K-12 school districts and private schools for grades 7-12 to support recruitment and college readiness.
- B. Grow the university's undergraduate student body by increasing the funnel (number of applications) of first-time freshman and transfer students.
- C. Increase the yield of students who are admitted to UMKC.
- D. Target enrollment growth in areas of market opportunity that meet regional, national and global workforce needs.
- E. Elevate marketing efforts to increase awareness and interest in UMKC.

GOAL 1.3

Provide access to higher education for the population in our surrounding region, in alignment with our institutional mission. This requires constant review of existing data and policies to ensure access for individuals across the income spectrum to a range of program offerings.

STRATEGIES

- A. Increase financial assistance to individuals from low- and moderate-income groups.
- B. Continue working to close the gap between unmet financial need and full cost of attendance.
- C. Provide consistent and expanding services to support students from low- and moderate-income groups toward academic program completion.

GOAL 1.4

Review existing academic experiences and instructional effectiveness, and implement new academic programs and opportunities that embody academic quality and personalized, flexible, diverse and engaging learning experiences.

STRATEGIES

- A. Increase academic quality and diversity of academic program offerings through innovative curricula that introduce the latest advancements in discipline-specific knowledge and meet workforce needs.
- B. Improve instructional effectiveness of a students' academic experience, the curriculum and the campus's overriding commitment to academic excellence.
- C. Make investments in the Center for Advancing Faculty Excellence that provides year-round faculty development opportunities and personalized faculty support to promote student success.
- D. Enhance teaching evaluation process by creating a consistent platform and core questions set for use across all units.
- E. Enhance high-impact practices such as highly interactive, feedback-rich and engaging classroom and co-curricular activities for our students.
- F. Increase flexible instructional formats, such as online, blended and competency-based programs that meet each and all of our students where they are when they enroll at UMKC.
- G. Improve the quality of the undergraduate academic foundation for all students through alignment of major choice, career goals and general education experiences.
- H. Initiate and promote quality, personalized and engaging learning opportunities and academic support services for our students.
- I. Pursue course-sharing and cross-enrollment opportunities with other UM System universities.

GOAL 1.5

Improve career outcomes for undergraduate and graduate students and improve the preparedness for students entering the workforce or pursuing graduate and professional degrees in Kansas City and beyond.

STRATEGIES

- A. Improve instructional effectiveness through leadership training and holding unit leaders accountable annually for key student success goals in completion, retention and student experience.
- B. Improve students' preparedness relative to the knowledge, skills and competencies needed to meet the workforce needs in Kansas City, nationally and globally.
- C. Improve the knowledge, skills and competencies for students pursuing continued graduate and professional degree programs, making them increasingly more competitive for admission into advanced degree programs.
- D. Increase data collection and use regarding career outcomes.
- E. Increase participation of key external constituents to improve career outcomes for students and support regional workforce development.
- F. Expand and enhance campus career services and high-impact learning opportunities for our students to prepare them for the global workforce.

GOAL 1.6

Elevate students' sense of community, belonging and pride through on- and off-campus experiences, traditions and making connections with other students, staff, faculty, UMKC alumni and the Kansas City community.

STRATEGIES

- A. Offer a student-life experience, on and off campus, that is exciting, developmental and complementary to their academic experience.
- B. Actively engage with students to determine their needs and remove barriers, both real and perceived, to their overall success.
- C. Actively engage with students to promote their learning and achievement, and to provide personalized advising and support through best practices.
- D. Actively engage with Athletics to support student-athletes in their personal, academic and competitive pursuits and make the spectator experience exciting and compelling for our students and community.
- E. Be accessible and receptive to all students, faculty and staff.

GOAL 1.7

Provide the institutional infrastructure for students to be well-rounded individuals in terms of mental health, physical well-being and financial wellness.

STRATEGIES

- A. Increase affordability for students through strategic scholarshiping, reduced costs of course materials through open educational resources and expansion of affordable student housing.
- B. Partner with Center for Advancing Faculty Excellence to provide workshops for faculty and staff to help them identify the warning signs of a struggling student and also build this content into New Faculty Orientation.
- C. Create a workshop series on resilience, grit, etc., for students and student leaders.
- D. Work with the Office of Financial Wellness to continue developing programs that empower all students for financial success by providing financial literacy information, resources and programs to secondary and post-secondary education sectors.
- E. Host leadership development trainings and an annual leadership conference for student leaders and Greek Life provided through Office of Student Involvement.

GOAL 1.8

Increase the modality and delivery of courses to accommodate student needs.

STRATEGIES

- A. Increase the number of student credit hours taught via both blended and face-to-face instruction.
- B. Increase the number of student credit hours taught via all online instruction.
- C. Increase flexible course formats in targeted programs popular with adult learners to better meet their needs.

PILLAR 2:

ADVANCE A THRIVING DISCOVERY ENTERPRISE



PILLAR 2:

Advance a thriving discovery enterprise

Robust discovery activity and accomplishments are fundamental to both our educational and public service missions. Through discovery, UMKC will act as a transformational agent of positive change for our community and the world.

Our people produce research, creative works, discovery and innovation, and we graduate alumni who continue to produce innovation throughout their lives — in business, the arts, government, the nonprofit sector, in universities and as entrepreneurs. In this new model, discovery is not the sole province of faculty and graduate students. The discovery process must begin in the first semester of a student's experience and become a lifelong pursuit.

To educate people for the modern age, we must teach them to be critical thinkers. Our graduates must master the ability to create and innovate. Here, they learn how to generate new knowledge

themselves, and how to navigate a world teeming with new information coming at them from every direction. Our graduates will encounter new knowledge on a daily basis throughout their lives. Our responsibility is to help students learn how to find, evaluate, communicate and combine relevant new information from multiple sources and disciplines and apply it to solve problems and improve the human condition. We model these activities for our students in order to teach the next generation to carry this vital work forward.

As a public university with a community service mission, we are called to focus our discovery activity in ways that address the needs of our local community, as well as the global community. We serve as a vital resource for Greater Kansas City and the state of Missouri, especially in our urban neighborhoods where it is needed most. Discovery is not a goal, but a process through which we realize our goals.

METRICS

Specific targets for this pillar include:

- » Increasing annual extramural research expenditures
 - 2018 Baseline: \$25 Million*
 - 2023 Target: \$37.5 (\$54 Million)
 - 2028 Target: \$100 Million
- » Increasing the number of annual grant proposals
 - 2018 Baseline: 414
 - 2023 Target: 600 (Actual: 599)
 - 2028 Target: 850
- » Increasing the total dollar amount of annual grant proposals
 - 2018 Baseline: \$160 Million
 - 2023 Target: \$300 Million (Actual: \$527 Million)
 - 2028 Target: \$1 Billion
- » Increasing the number of annual grant awards
 - 2018 Baseline: 230
 - 2023 Target: NA (Actual: 334)
 - 2028 Target: 600
- » Increasing the total dollar amount of annual grant awards
 - 2018 Baseline: \$36 Million
 - 2023 Target: \$60 Million (Actual: \$147 Million)
 - 2028 Target: \$250 Million
- » Increasing the annual number of patents filed
 - 2018 Baseline: 17
 - 2023 Target: 25 (Actual: 18)
 - 2028 Target: 25
- » Increasing the annual number of inventions
 - 2018 Baseline: 25
 - 2023 Target: 40 (Actual: 24)
 - 2028 Target: 40
- » Increase journal article publication
 - 2023 Baseline: 833[†]
 - 2028 Target: 1,040
- » Increasing prestigious, highly prestigious and self-reported national awards for faculty
 - 2023 Baseline: 10[‡]
 - 2028 Target: 20

*Revised baseline: The R&D expenditures baseline data in 2023 UMKC Strategic Plan reported as \$29M to NSF is \$25.1M. [†]Source: Scopus (articles and books). [‡]Source: AcA; this metric changed from percentage to whole number. Count does not include School of Law or School of Medicine health-care partner faculty. Law and Medicine faculty tracking will be implemented in Spring 2024 and added to baseline and 2028 target adjusted.

Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

GOAL 2.1

Invest in faculty to increase research, citation and publication.

STRATEGIES

- A. Develop investment pools to support faculty research, start-up funding, equipment purchases, mentoring, etc.
- B. Promote exceptional grant writing through training and the development of a Grants Institute aimed at supporting proposal development.
- C. Support faculty travel and research training opportunities.
- D. Promote faculty membership on National Institutes of Health, or NIH, and National Science Foundation, or NSF, grant-review panels.
- E. Work with UMKC Foundation to establish specific endowment funds within the UMKC Foundation to support research and scholarship.
- F. Collaborate with library services to support faculty research.
- G. Develop an investment pool to support faculty workload adjustment costs (teaching replacement costs) to support faculty development specific to research (grant writing, data management, certification workshops, external research collaborations, etc.).
- H. Incorporate new information systems for tracking citations and publications into the annual faculty evaluation process, measured against nationally recognized benchmarks.

GOAL 2.2

Build a strong and supportive research infrastructure that is applied, adaptive and translational.

STRATEGIES

- A. Expand the Office of Research Services to support faculty innovation and scholarship; specifically, expand pre-award support staff to increase number and quality of proposal output.
- B. Launch a robust proposal development and pre-submission review process to increase the outcome of submitted proposals.
- C. Make targeted investments in equipment, capital improvements and core facilities that directly promote and advance existing areas of research expertise, and offer services and equipment to support faculty research projects at UMKC and across the UM System.

GOAL 2.3

Identify, strengthen and promote areas of excellence in research and scholarship.

STRATEGIES

- A. Establish a data science center through our Data Science Analytics and Innovation Center, or dSAIC, aimed at improving the quality of life for citizens of Kansas City, the state of Missouri and beyond. dSAIC will align faculty expertise with industry and community needs, with foci in generation of unique data, design of data insights and implementation considerations required to solve practical problems confronting organizations, populations and individuals.
- B. Match societal needs with federal and foundation funding opportunities with broad areas of interdisciplinary research activity and launch new centers and/or institutes to address the opportunities.
- C. Work with the UM System to redefine the definition of university “centers” to better compete for funding opportunities.
- D. Promote “cluster hiring” strategies within our areas of research expertise to advance our strength, competitiveness, visibility and national ranking in these areas.
- E. Identify new areas for research concentration that do not currently exist at the university and would support existing areas of excellence or community needs, and develop these with new hires and investments.

GOAL 2.4

Reward research and scholarly excellence.

STRATEGIES

- A. Revise faculty evaluation policies and promotion and tenure policies to align with UM System research goals and support faculty research success, including recognition of interdisciplinary research, collaborative research and open-access publishing.
- B. Develop a funding pool to award merit raises for outstanding research and scholarly excellence linked to post-tenure review.
- C. Establish additional awards for research and creative activity to complement those already in existence.
- D. Provide additional course release time on a competitive/rewards basis.

GOAL 2.5

Enhance research opportunities for undergraduate and graduate students to reinforce the value of research in how people learn.

STRATEGIES

- A. Develop discipline-specific, uniform and competitive Graduate Research Assistantship (GRA) stipends and a benefits-funding program.
- B. Encourage students to use course credit for research opportunities.
- C. Encourage faculty to obtain grant awards (e.g., NSF and NIH R15 awards) that reward mentorship of student research.
- D. Develop research internships for students at local companies and academic institutes.
- E. Increase funding and support for the Office of Undergraduate Research and Creative Scholarship.
- F. Expand students' opportunities to use their federal work-study awards to join the Undergraduate Research Associate Program.
- G. Increase the number of course-based deliveries of undergraduate research, particularly for first- and second-year students through Experiences in Undergraduate Research, or EUREKA, offerings, and determine characteristics that make EUREKA courses impactful for students.
- H. Enhance the visibility and functionality of the UR-Linked database.

GOAL 2.6

Build and expand internal and external interdisciplinary research partnerships.

STRATEGIES

- A. Facilitate collaboration for interdisciplinary research through system networking and conferencing opportunities.
- B. Promote research and creative collaborations with other educational and research institutions in the community.

GOAL 2.7

Enhance the societal impact of university innovations.

STRATEGIES

- A. Increase the number of patent applications and issued patents, trademarks and copyrights awarded to UMKC.
- B. Support the transfer of research innovations to the public, including tech transfer.
- C. Develop policies that incentivize the formation of faculty startups and licensing agreements.
- D. Make a culture shift toward commercialization through hiring practices, training, incentives, and creation of supportive policies and processes.
- E. Provide additional physical infrastructure for commercialization.
- F. Make strong connections to the local, regional and national community within which UMKC resides to commercialize technology.

GOAL 2.8

Capture and report all research expenditures, as defined by the NSF Higher Education Research and Development Survey.

STRATEGIES

- A. All academic and non-academic units revisit and review their accounts to make sure any research-related spending is correctly coded (PCS 22).
- B. Enhance university-wide understanding about the definition of research and creative activities, and which should be counted toward research expenditures.

GOAL 2.9

Streamline internal financial processes to facilitate research-related spending.

STRATEGIES

- A. Each unit across the university will review and streamline its processes and protocols for research-related spending requests.
- B. Provide training to all the fiscal officers about research accounts, appropriate codes and related definitions.

GOAL 2.10

Accurately capture headcount data on the following three categories: Faculty, Researchers (including Postdocs) and Doctoral graduates.

STRATEGIES

- A. Empower the University Institutional Research Office to play a central role on all the data reporting.

PILLAR 3:

TRANSFORM OUR COMMUNITY AND REGION WITH IMPACTFUL ENGAGEMENT



PILLAR 3:

Transform our community and region with impactful engagement

UMKC is committed to collaboration with the greater community — at the state, national and global levels, but especially in the Greater Kansas City region. This collaboration will take myriad forms while always advancing our core mission of teaching, discovery and service. For us, collaboration is a true mutual exchange, in which all participants are teachers, learners, contributors and beneficiaries; a two-way exchange in which campus reaches out to the community, and the community reaches back to us.

We intend our engagement to advance the human condition: expanding knowledge, improving health, alleviating poverty, opening avenues for economic development to under-served communities, expanding knowledge, driving artistic creativity and expression and improving lifelong learning. This is how we define “impactful engagement,” and how we intend to practice it.

We will emphasize entrepreneurship and innovation as a key element of our engagement. These are powerful, proven tools to drive economic development and create solutions. They are also a significant strength among our faculty and staff and a key differentiator for our region.

Working hand in hand with community partners, we strive to prepare educated, engaged citizens who will serve as our community’s future workforce, artists, contributors and leaders; to strengthen democratic values and civic responsibility; to address critical societal issues; and to contribute to the public good.

Our faculty, staff and students will engage with our community, just as our community engages with UMKC. We will continue to leverage the power and influence of our stakeholder organizations and the collective efforts and talents of our alumni living in this region to drive engagement and its impact to ever-greater levels. For our university community, the benefits of engagement include enriched scholarship, research, creative activity, curriculum, teaching and learning.



METRICS

Specific targets for this pillar include:

- | | |
|--|--|
| <ul style="list-style-type: none"> » Increasing the percentage of graduating students having participated in community-based learning <p>2023 Baseline: NA*</p> <p>2028 Target: 75%</p> | <ul style="list-style-type: none"> » Increasing the total number of volunteer hours participating in community partnerships <p>2018 Baseline: 234,000</p> <p>2023 Target: 350,000 (Actual: NA†)</p> <p>2028 Target: 400,000</p> |
|--|--|

*Changed metric from service learning to community-based learning. New baseline will be available in Spring 2024.

† During transition, data was not captured

Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

GOAL 3.1

Partner with Greater Kansas City employers to meet the region's workforce needs, creating jobs and economic development opportunities for the region.

STRATEGIES

- A. Become the university of choice for Greater Kansas City employers seeking talent for entry-level positions and ongoing talent pipelines.
- B. Partner and serve on workforce development initiatives/councils/task forces with civic and economic development organizations.
- C. Increase, coordinate and market the portfolio of informal and non-credit programs UMKC provides to meet the workforce needs of the community.

GOAL 3.2

Advance urban engagement for the benefit of the community and the university.

STRATEGIES

- A. Coordinate and increase informal, non-credit and community educational programs.
- B. Through partnership with Center for Advancing Faculty Excellence, or CAFE, develop a series of workshops to enhance faculty engagement in the broader community.
- C. Align necessary resources and faculty/staff leadership to prepare for the successful renewal of the campus's Carnegie Classification for Community Engagement status.
- D. Promote the work UMKC is currently doing in the Greater Kansas City area and promote the success of our programs, students, faculty and alumni.
- E. Promote the availability of the Presidential Engagement Fellows.

GOAL 3.3

Increase partnerships to address cultural, social, health and economic prosperity in the state of Missouri.

STRATEGIES

- A. Utilize the campus's extensive volunteer network and the myriad of civic and business relationships that are maintained and stewarded by the External Relations and Constituent Engagement, or ERCE, Division to actively design programming that engages external leaders in the life of the institution and thus builds a strong and vibrant advocacy network across the regions and state for the campus.
- B. Create and implement a strategy to strengthen the UMKC Health Sciences District and leverage the collaborations and partnerships associated with the district.
- C. Recognize and capitalize on the strong relationships UMKC has with the community to enhance academic goals and provide real-world experience for faculty and students.
- D. Collaborate with civic, legislative, and academic partners to address health, education, and workforce needs in rural regions of Missouri.

GOAL 3.4

Strengthen alumni engagement and recognition.

STRATEGIES

- A. Support infrastructure for alumni to promote and invest in student success.
- B. Provide lifelong learning activities and meaningful engagement for alumni to interact and contribute to UMKC through volunteerism, philanthropy and experiential activities.
- C. Increase outreach to bring more alumni into the donor pipeline.
- D. Raise UMKC's reputation in the community by promoting the success of our programs, students, faculty and alumni.

GOAL 3.5

Strengthen donor engagement and investment.

STRATEGIES

- A. Improve operational alignment between UMKC administration and the UMKC Foundation.
- B. Increase outreach to increase giving.
- C. Improve the overall philanthropic experience for donors.
- D. Prioritize, plan and prepare for the next development campaign.

GOAL 3.6

Foster partnerships with key organizations to promote entrepreneurship and innovation.

STRATEGIES

- A. In partnership with the UM System and Missouri Technology Corporation, expand KCSOURCELINK across the state of Missouri.
- B. Seek increased partnerships and enhanced coordination with organizations throughout the region that are promoting commercialization and entrepreneurship.
- C. Implement an early-stage Technology Venture Development Studio, a key entry point for the Technology Commercialization System, that results in 15 new businesses, 30 new jobs and \$20M in follow-on funding annually.
- D. Lead the region in delivering relevant and timely business information, counseling, management and legal matters education services for aspiring and existing business owners in the Kansas City region.
- E. Improve the entrepreneurial ecosystem in the Kansas City metropolitan area and across the state of Missouri by connecting a network of business-building services across the region, deepening corporate engagement in the entrepreneur community and improving access to resources and capital.
- F. Support entrepreneurial approaches to civic and social innovation in the Kansas City region through multi-stakeholder convenings and workshops, resulting in recommendations to ensure equitable opportunities for education, employment, health, safety and prosperity throughout the region.
- G. Position UMKC as an international thought leader in entrepreneurship through participation in associations, publications, leadership of national programs and expansion of UMKC entrepreneurial programs across the country.
- H. Build an endowment that provides core funding for UMKC entrepreneurial activities, further growing UMKC's position as a premier institution for entrepreneurship education and community involvement.



PILLAR 4:

FOSTER AN ENVIRONMENT OF INCLUSIVE OPPORTUNITY AND EXCELLENCE

PILLAR 4:

Foster an environment of inclusive opportunity and excellence

UMKC is known as a place where *all* are welcome. Our community of students, faculty and staff comprises people with diverse backgrounds, experiences, and perspectives, including first-generation students, veterans, underserved groups and minorities, rural students, people with different abilities, international students, and many others. This rich fabric of our community gives us, as individuals, a unique opportunity to deepen our understanding of the benefits of plurality of thought and experiences and leverage that to pursue excellence in work and life.

As a university, we are committed to being a broadly inclusive campus that continually strives to provide opportunity and the tools so that all can access excellence to meet our high standards and reach their full potential. Our goal is to provide pathways to prosperity through education — both for individuals and communities — and the creation of new possibilities for those we serve.

We also recognize that our region and state, inclusive of metropolitan and rural communities, are inextricably tied to the world; we must educate our students to live, work and create in such a world; we must strive to inspire them to lead and serve in that world. UMKC's commitment to inclusive excellence and access to opportunity plays a vital role in leveraging the interconnected nature of modern society to our region and state's advantage.

Thus, as Kansas City's top comprehensive research university, we dedicate ourselves to providing all individuals in our campus community the opportunity to thrive in a competitive, interconnected, multifaceted workforce and society.

METRICS

Targets for this pillar include:

- » Increase the retention rate for all students and decrease retention gap for First Generation, Underrepresented Minority, or URM, and Pell students.

2022 Cohort*	Retention Rate	2028 Target
Baseline (all students)	77.4%	82% †
First Generation Not First Generation	76.5% 78.4%	Reduce gap by at least 50%
URM • Black/African American • Hispanic/Latino Non-URM	74.8% 74.6% 73.9% 79.1%	Reduce gap by at least 50%
Pell Non-Pell	76.4% 78.3%	Reduce gap by at least 50%

*2022 cohort for FTC students is used for baseline because 2023 cohort baseline data not available when published. Fall 2022 utilizes unofficial IPEDS data. Retention defined as enrollment in the following Fall enrollment census.

†Please refer to Pillar 1.

NOTE: Domestic Underrepresented Minority, or URM, includes American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Multiple Race/Ethnicity. The UMKC enrollment numbers for American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander are too small for reporting.

- » Increase the graduation rate for all students and decrease graduation gap for First Generation, Underrepresented Minority, or URM, and Pell students.

2016 Cohort*	Graduation Rate	2028 Target
Baseline (all students)	55.3%	66% †
First Generation Not First Generation	49.4% 59.0%	Reduce gap by at least 50%
URM • Black/African American • Hispanic/Latino Non-URM	45.8% 40.1% 50.0% 59.2%	Reduce gap by at least 50%
Pell Non-Pell	45.4% 61.5%	Reduce gap by at least 50%

*2016 cohort for FTC students is used for baseline because 2017 cohort baseline data not available when published. Graduation defined as baccalaureate award within six years.

†Please refer to Pillar 1.

NOTE: Domestic Underrepresented Minority, or URM, includes American Indian or Alaska Native, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and Multiple Race/Ethnicity. The UMKC enrollment numbers for American Indian or Alaska Native and Native Hawaiian or Other Pacific Islander are too small for reporting.

- » Increase the number of veterans and active-duty service members enrolled
 - 2023 Baseline: 358
 - 2028 Target: 400
- » Double the number of faculty (incoming and outgoing) engaged in global research and teaching collaborations, including the Fulbright program and UM South Africa program
 - 2023 Baseline [Fulbright]: 3
 - 2028 Target [Fulbright]: 6
 - 2023 Baseline [UM South Africa Program]: 4
 - 2028 Target [UM South Africa Program]: 8
- » Increase the number of students engaged in study abroad opportunities
 - 2023 Baseline: 150
 - 2028 Target: 165
- » Increase number of students enrolled in satellite programs
 - 2023 Baseline: 240
 - 2028 Target: 275

Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

GOAL 4.1

Support student success through the removal of barriers to education and professional development.

STRATEGIES

- A. Partner with regional PK-12 school districts, metropolitan and rural, to engage school students early with career exploration through the Professional Career Escalator program.
- B. Grow participation in student onboarding and academic support programs, such as Summer Bridge, and mentorship and leadership programs, such as Avanzando, African Americans Cultivating Excellence and Men of Color Academy.
- C. Grow enrollment in the First Gen Roos program to continue to assist first-generation students in persistence and graduation.
- D. Enhance support for veterans through the At Ease Zone and achieve the highest level of veteran-friendly-campus designation.
- E. Leverage the first-semester experience course to increase student engagement with peer academic leaders, student organizations, and campus resources including student accessibility and counseling services.
- F. Increase access to paid internship opportunities for students in corporations and non-profit organizations.

GOAL 4.2

Create learning opportunities in rural areas that positively impact state and regional workforce.

STRATEGIES

- A. Leverage community partnerships and relationships with other institutions of higher education to create collaborative learning opportunities outside metro areas in the state.
- B. Evaluate community needs in rural areas and address healthcare provider and other shortages by establishing satellite professional education opportunities where relevant and feasible for students, faculty and alumni.

GOAL 4.3

Become a university of choice for international students, while enhancing our educational and economic impact through the enhancement of international learning and research opportunities for domestic students and faculty.

STRATEGIES

- A. Cultivate robust academic partnerships with universities across the globe.
- B. Create an international strategic enrollment management plan.
- C. Increase student study abroad opportunities through scholarships and improved infrastructure for faculty-led programs.
- D. Support faculty participation in global teaching and research opportunities, such as the UM South Africa program and Fulbright Fellow program.

GOAL 4.4

Support faculty engaged in teaching and scholarship that reflects our inclusive commitment to access, opportunity, and excellence.

STRATEGIES

- A. Promote teaching and mentoring practices that support the needs of learners from broadly diverse backgrounds, such as varying cultures, veteran status, first-generation students, disability, socioeconomic resources, etc.
- B. Support global engagement and participation in international faculty exchanges through Center for Advancing Faculty Excellence, or CAFE, professional development programming (e.g., Fulbright application support) and the Faculty Fellows program.
- C. Support interdisciplinary and international research collaboration through pre-award and grant writing support services.



PILLAR 5:

**DEVELOP A STRONG AND
RESILIENT PEOPLE, PROCESS
AND PHYSICAL INFRASTRUCTURE**



PILLAR 5:

Develop a strong and resilient people, process and physical infrastructure

In order to deliver on our goals and live up to our values, we must have the proper systems in place to support our people. Our systems and processes must be reliable, transparent and fair. They must allow us to be proper stewards of the resources, and the trust, given to us by students, taxpayers, donors and stakeholders. They must encourage collaboration across campus, across the region and across the University of Missouri System. They must empower, not restrict.

Our processes must promote efficiency, empower innovation and reduce wasteful duplication of effort, allowing us to maximize our investments in the strategic priorities that will promote growth in enrollment, student success and community impact. We must use data effectively and develop clear and relevant metrics to guide our

evolution into a high-performance organization. We must develop a robust, comprehensive risk mitigation system to ensure compliance with federal and state mandates, accreditation requirements, safety and environmental protection regulations, and our own policies.

Even as financial pressures drive us to improve operations and increase efficiency, we recognize that we cannot cut our way to growth and improvement. A key element of this pillar calls for us to identify and leverage new opportunities and new revenue streams that will provide additional resources for the vital strategic investments we need to make.

METRICS

Specific targets for this pillar include:

- | | |
|---|---|
| <p>» Increasing the Composite Financial Index*</p> <p>2018 Baseline: 1.56
2023 Target: 1.60 (Actual: 5.0)
2028 Target: 3.0</p> | <p>» Increasing annual philanthropic giving to \$75 million by 2028</p> <p>2018 Baseline: \$41 Million
2023 Target: NA (Actual: \$94 Million)
2028 Target: \$75 Million</p> |
| <p>» Increasing total annual Student Credit Hour production</p> <p>2018 Baseline: 372,500
2023 Target: 406,500 (Actual: 342,000)
2028 Target: 378,000</p> | <p>» Increasing the annual number of alumni donors</p> <p>2018 Baseline: NA[†]
2023 Baseline: 4,712
2028 Target: 5,200</p> |

*The CFI is an index that incorporates the Primary Reserve Ratio (expendable financial resources to operations), Return on Net Position, Net Operating Revenue Ratio (annual operating margin), and Viability Ratio (expendable financial resources to direct debt) into a single composite measure of overall financial health. The CFI index is required to be reported to the Higher Learning Commission (HLC) and the Integrated Postsecondary Education System (IPEDS), and is a widely used measure of performance in higher education. The CFI scales from 1-10, with a measure of 3.0 representing stable fiscal performance. 2023 actual CFI of 5.0 was elevated due to one-time revenues.

[†]Baseline data in the original Strategic Plan was not accurate. New baseline set in 2023.

Please note: In some of our measures of achievement, we met our five-year metrics or outperformed our expectations, and in other measures of achievement, we lagged our five-year targets. For our five-year update, we adjusted our 2028 targets based on our current measures and strategies outlined below.

GOAL 5.1

Create measures of accountability visible to all stakeholders.

STRATEGIES

- A. Continue to improve the university budgeting model.
- B. Develop and implement policies, processes and collection mechanisms to institutionalize responsibilities for implementing The Higher Learning Commission, or HLC, Assumed Practices.
- C. Develop and implement policies and processes that improve space use that are clear, engaging and equitable to all stakeholders.
- D. Review policy, improve process and incorporate new information systems to support centralized scheduling.
- E. Identify and prioritize needs for metrics with data review and management plan in conjunction with UM System expectations.
- F. Continue to adapt plan for Athletics in response to changes in NCAA D1 framework.
- G. Continue to implement strategies focused on financial efficiencies of auxiliary services.

GOAL 5.2

Develop long-term planning processes for operating and capital needs and associated resources.

STRATEGIES

- A. Develop and implement maintenance and repair long-term funding plan.
- B. Develop and implement asset-management plan for land and buildings lease and sale opportunities.

GOAL 5.3

Support processes, practices and policies that ensure efficiencies and collaborations across the four campuses of the UM System.

STRATEGIES

- A. Support plans for shared services initiatives, as appropriate.
- B. Replace campus-specific systems with UM System shared systems, as appropriate.

GOAL 5.4

Align organizational structures to achieve the objectives of research, teaching and engagement.

STRATEGIES

- A. Align academic organizational structures to more effectively and efficiently support mission (including interdisciplinary and interprofessional programs and research, and international affairs).
- B. Develop and implement IT plan that increases efficiency and eliminates duplication of efforts.
- C. Develop and implement plan for opportunities to leverage all UM System and UMKC Libraries.

GOAL 5.5

Increase revenue and diversify revenue to account for declining share of costs covered by state appropriations.

STRATEGIES

- A. Enhance existing revenue derived from current programming and develop new revenue-producing programs in the areas of non-credit instruction and informal and continuing education.
- B. Promote and market our academic programs in the bi-state region and heartland, especially the areas with strong growth potential.
- C. Expand partnerships with other universities, community colleges and educational institutions, including programs with Metropolitan Community College, Johnson County Community College, Kansas City Community College, etc.
- D. Strengthen and align enrollment management operations with the academic units and create a comprehensive, seamless recruitment experience for first-time freshman, transfer, graduate and professional students.
- E. Develop and implement plan for dual-credit program to assess growth opportunities with review of pricing and internal structure.
- F. Prioritize, plan and prepare for next development campaign.
- G. Work to improve commercialization of intellectual property.

GOAL 5.6

Improve compliance and risk mitigation systems.

STRATEGIES

- A. Assess needs and improve policy development, communication, monitoring, archiving and audit systems.
- B. Upgrade and implement crisis management and communications processes.
- C. Develop and implement an equipment and technology lifecycle management policy and process.

SECTION 3:

**FOUNDATIONAL
COMMITMENT**

Provide an unwavering commitment to the development of our people

A university is people. Any university can only be as impactful and effective as its people are. To deliver on our goals, we must keep our commitment to help our people become and maintain their best selves.

Maintaining our commitment to our people is the only way we can recruit the best people, retain them for the long term, and provide the tools, support and motivation they need to be successful in their work and at their base. Many in our community have other options yet choose to be part of our community. We owe it to them to support this choice and have them continue to view that choice as the right one.

This will be a university that listens to its people, is responsive to its people, gives people opportunities to do meaningful, impactful

work, maintains an appreciative and respectful atmosphere, provides opportunities for people to develop their knowledge and skills, and recognizes and rewards success.

A renewed emphasis on collaboration will be an essential component of this commitment. Collaborative discovery activity and problem-solving drives personal growth, improves efficiency, promotes enthusiasm, models best practices for students and broadens opportunities for professional development and success.

UMKC recognizes that a university that is transforming its practices has a parallel obligation to transform the metrics it uses to measure employee performance. We will install systems that give proper weight and consideration.

METRICS

Specific targets for this foundational commitment include:

- » Increase the number of supervisors who have completed a leadership development program during their time at UMKC from 24% in 2023 to 40% in 2028.
- » Increase the number of staff who complete at least one instructor-led training or online course in Percipio annually from 23% in 2023 to 40% in 2028.
- » Increase the percentage of faculty attending trainings and workshops facilitated by Center for Advancing Faculty Excellence, or CAFE, from an estimated 50% in 2023 to 75% in 2028.
- » Retain a firm to complete a climate survey in 2024 and again in 2028 with a target to increase the percentage of faculty and staff who:
 - Report they are comfortable with the overall climate.
 - Report they agree that UMKC is a good place to work.
 - Report they agree that UMKC offers adequate professional development opportunities.

We commit to ongoing improvement of workplace conditions and culture, becoming a place where people are consistently happy and satisfied.

STRATEGIES

- A. Our faculty, staff, students and administrators will be meaningfully involved in institutional planning.
- B. Our leaders will have the knowledge, skills and experience necessary for success at an urban-serving research university.
- C. The university will maintain an appreciative, respectful, fair and flexible work environment for all employees.
- D. The university will meet employees' needs by providing facilities that are safe, well designed and well maintained.
- E. Faculty and staff will be compensated with pay and benefits that are satisfactory and will find satisfaction in work that is meaningful to the university and to the community we serve.
- F. Faculty and staff will have access to the equipment and resources necessary to do their jobs, opportunities to develop their skills, and the requirements for career advancement and promotion and tenure will be clear and easily understood.

- G. Supervisors will solicit ideas, provide clear expectations and prompt feedback, and recognize success.
- H. The university will recognize and support innovative and high-quality teaching.

We commit to becoming a performance-driven organization.

STRATEGIES

- A. Collect, analyze and disseminate data on target metrics to key stakeholder groups.
- B. Develop annual evaluations for each faculty, staff member and leader that provide performance feedback and development goals.
- C. Codify, communicate and monitor completion of baseline policies and procedures.
- D. Operate in accordance with The Higher Learning Commission assumed practices.
- E. All search committees and hiring managers will be trained in, and carry out, best practices in behavioral hiring, screening and reference-checking practices.
- F. Handbooks will be accessible, regularly updated and reviewed annually with each employee group (faculty, staff, chair, dean, administrator).
- G. Develop and maintain a method of gathering regular employee feedback.
- H. Identify and work to reduce obstacles and create incentives for collaboration across units, departments and other institutional groups.
- I. Through annual review, deans and chairs will promote continuous improvement of all programs in the academic portfolio.

We commit to support faculty and staff success and career development.

STRATEGIES

- A. Support both tenure-track and non-tenure-track faculty and their career advancement.
- B. Promote faculty success through improved policies, processes and metrics in collaboration with faculty.
- C. Promote staff development opportunities and reward programs that foster excellence in faculty teaching, research and engagement to reach nationally recognized benchmarks.
- D. Support staff members and their career advancement and retention, which will include an assessment of staff compensation inequities.

We commit to promote professionalism and collaboration.

STRATEGIES

- A. Facilitate collaboration between Staff Council, Faculty Senate and Administrative Council.
- B. Offer and provide trainings.
- C. Provide resources for staff to assess their career opportunities.

SECTION 4:

CRITICAL ENABLERS



Critical Enablers

While the challenges we face at UMKC are significant, they can also be seen as an unprecedented opportunity to build a model public urban research university for the 21st century. Our academic strategy must develop and/or strengthen the elements of our organization and operations that are critical to enabling UMKC to achieve its mission and vision in this new reality. We must also remove infrastructure and improve processes that are currently barriers and obstacles to our success. We must recognize that our students value autonomy, flexibility, experiential learning and innovation.

Our foundational commitment to support the development of our people is the most important driver of success for this plan. In addition to that foundation, five critical enablers will be vital success factors.

These critical enablers apply to, cut across and reinforce all five pillars of the plan. For example, our commitment to inclusive opportunity and excellence is integral to our teaching mission and commitment to student success (Pillar 1) because it is inherent in our commitment to personalized instruction. This commitment is integral to our research and discovery enterprise (Pillar 2) because it informs our investment in faculty and our commitment to act as a transformational agent of change for our community.

This commitment is integral to our impactful engagement with our community (Pillar 3) because we live in a diverse community with demonstrated needs for greater equity and inclusion, and because it is critical to satisfying the workforce development needs of our community. This commitment is integral to fostering an environment of inclusive opportunity and excellence (Pillar 4). We cannot develop a strong and resilient people and process (Pillar 5) unless our commitment to diversity, equity and inclusion is embedded in our daily activity as a source of strength.

We cannot achieve our goals unless we bring these critical enablers to bear across each and every pillar of our strategic plan. They are the essential tools we will use to build an exemplary modern urban research university of the 21st century. We must all commit to making these enablers part of our culture as guiding principles for everything we do.

The critical enablers for UMKC's academic strategy:

GOAL 1

Because our people are our greatest asset, we will cultivate a community of learners with a commitment to equity, diversity and respectful interaction.

- » When we speak of equity, we mean that each human being is of value simply because they are human.
- » When we speak of diversity, we mean that we are each different, and celebrating each person's unique contributions is a strength to be celebrated and appreciated.
- » When we speak of inclusion, we mean that we are creating an infrastructure that encourages the collective to support the individual, and the individual to support the collective.

STRATEGIES

- A. Build a human-centric learning and discovery community.
- B. Foster inclusive opportunity and excellence to enrich the lives of our faculty, staff and students and the communities we serve.
- C. Leverage our commitment to inclusive opportunity and excellence to elevate UMKC to be the location of choice for Greater Kansas City and enhance our students' ability to succeed in a global workforce.

GOAL 2

Require strong fiscal stewardship and adherence to systematic resource allocation and management processes to reach a balanced budget and build for a healthy, sustainable future.

STRATEGIES

- A. Build a stable and dependable stream of financial resources sufficient to realize our goals.
- B. Develop resources to invest in strategic growth initiatives and areas of excellence.
- C. Implement a budget model and process that provides academic units and departments with adequate resources, ensures accountability, assigns responsibility and avoids deficits.

GOAL 3

Develop a comprehensive communications strategy for internal and external stakeholders, leveraging our unique attributes and academic programs.

STRATEGIES

- A. Commit to transparency and accountability in governance through strong and consistent internal communications.
- B. Increase public awareness of our strengths to build reputation, partnership opportunities and our student population.
- C. Improve communication and responsiveness to alumni and donors to grow our alumni participation and donor base.
- D. Build a strong, enduring UMKC brand.

GOAL 4

Develop data-informed, decision-making tools and processes to support our goals and priorities.

STRATEGIES

- A. Provide personalized, individualized education and services based on data.
- B. Enhance student success through data-informed academic support and mentoring systems.
- C. Utilize data to drive investment decisions on how our resources are deployed to support the teaching and learning enterprise, and determine our return on investment in terms of educational quality and student success.
- D. Align our mission with academic program opportunities to create efficient operations through annual reviews of the academic portfolio and academic efficiency, in keeping with our unwavering commitment to ensure our university resources support our students and serve our community.

GOAL 5

Build a dynamic and vibrant campus life where curricular and cocurricular experiences are integrated and holistic, bringing together students, faculty, staff and Greater Kansas City for shared purpose.

STRATEGIES

- A. Develop strong, shared sense of belonging at UMKC among students, alumni, faculty, staff and stakeholders through strategies that focus on school spirit, campus pride and campus/community/global citizenship.
- B. Increase awareness, participation and attendance for Athletics, Performing Arts, Student Government, Faculty Senate, Staff Council, cultural and educational programming and events and volunteer efforts.
- C. Leverage enrollment growth and retention, enhancing resources, collaboration and cross-campus partnerships.

SECTION 5:

FROM PLAN TO IMPLEMENTATION

From Plan to Implementation

This strategic plan provides a framework for our future and outlines a set of aspirational goals and strategies for our university. Implementation details are not included in this plan. However, we know the implementation phase will be critical to achieving meaningful success.

As important as refocusing our strategies is readdressing how we go about implementing them. As we build our implementation plan in the face of significant change, the following principles will guide our work.

GUIDING PRINCIPLES FOR IMPLEMENTING THE UMKC STRATEGIC PLAN

- » Protect UMKC's mission and academic core, in service to one another, to our students and to society.
- » Act in accordance with our core values: Learning, Diversity, Integrity, Accountability, Respect, Collaboration.
- » Find and support our unique value proposition by aligning resources with strategic priorities.
- » Work together as a team of teams, influencing and resolving issues with sensitivity and respect, recognizing that the competition we face is outside UMKC.
- » Pursue innovative ideas that respectfully challenge the status quo and create positive change to better deliver on our mission.
- » Engage in data-informed decision making, drawing from a single source for valid, reliable data to measure progress, inform planning and guide action.
- » Break down silos, eliminate duplicative services, workarounds and waste to improve service models, gain efficiency and generate savings wherever possible.
- » Be accountable by clarifying roles, responsibilities and baseline accountabilities associated with our work.
- » Engage in professional development opportunities to gain new knowledge and skills to support our work and our success.
- » Promote transparency by communicating regularly with our stakeholders.
- » Serve as stewards of university resources, being ever-mindful of the need for financial sustainability now and in the future.
- » This document is intended to be a working document over time, and implementation should not be limited by the specific strategies outlined in this document.

The UMKC community is indebted to the members of the Strategic Plan Committee whose hard work, dedication, knowledge and insight is demonstrated by this document.

2024 CAMPUS LEADERSHIP

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Changing the world starts here.

Here in Kansas City. Here at the University of Missouri-Kansas City.

With this plan, we make a bold statement because these are times that demand bold dreams, bold ambitions and bold determination to achieve them.

Our world presents us with new problems to solve, new demands to meet, new needs to fulfill. We are called to change for the better the way we teach, the way we discover, the way we engage and to ensure that the benefits of these efforts are shared equitably by all. In these pages, we have outlined in specific detail how we plan to answer this call.

As we follow the course of action outlined in this plan, we proclaim to the world that we will not settle for small impacts, or just following the norm. We dare to reach for greatness and become an exemplary public urban research university of the 21st century.

We invite all who aspire to change the world to join us in this quest.



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