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SECTION 1:
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. We draw from global and historical roots to guide our work as we influence, and are influenced by, our unique place in the world. This is our home, here in the heart of America; and this is our work: to bring the world here, and to send discovery, ideas, engagement and committed, highly capable people out into the world to make a positive difference.

Our most renowned alumnus, President Harry S. Truman, spoke of our task to build a bridge from our home to the wider world, when he accepted the university’s first-ever honorary doctorate. His sense of the task before us was keen as he stopped in Kansas City in between two momentous events, while making his way from the signing of the original United Nations charter in San Francisco to the Potsdam Conference with Winston Churchill and Josef Stalin in Germany.

“It is absolutely necessary for the greatest Republic that the sun has ever shone upon to live with the world as a whole, and not by itself,” Truman said. “The world is no longer county size, no longer state-size, no longer nation-size. It is one world … a world in which we must all get along.”

Even as we consider and reflect the world, we must also recognize the special and unique responsibility we bear as the only public research university in our community. We are dedicated to being a partner, advocate and resource for the Greater Kansas City region, especially where it is needed most: in our urban neighborhoods. We have strong partnerships with area businesses, arts institutions, nonprofit organizations and local governments. These relationships allow us to leverage our efforts in discovery, teaching and engagement for maximum impact on the well-being and progress of our home community.

When our faculty, staff, students and alumni work collaboratively with practitioners, community organizations, nonprofit organizations and the general public, it leads to a greater understanding of critical urban issues and enhances our ability to address them. This strategic plan provides a framework to guide those efforts.

We engage with our community in ways that reflect our mission to discover, preserve and disseminate knowledge of public value as we pursue our vision to become an exemplary modern urban research university.

We work closely with more than 60 constituent groups that serve UMKC in a variety of ways. Our partners and volunteers help us recruit students, raise funds for scholarships, advocate for UMKC, contribute to UMKC campaigns and maintain the bridges that connect campus and community. Overall, they contribute more than 230,000 hours of volunteer time every year to UMKC.

As an urban-serving university, we want our campus to reflect both the community we serve, and the changing demographics of the workforce we are preparing our students to enter when they graduate. Our mission is to prepare the future leaders who will help develop our city, our country and the world. As our nation and our region become more diverse, UMKC must reflect this reality. We provide educational opportunity for our city, state and region, and we also welcome undergraduate and graduate students from many places and cultures. We provide our students with a high-caliber educational experience. In return, they provide us an opportunity to benefit from their talent and effort, and to experience their unique perspective. This is an educational and cultural exchange that benefits us all.

UMKC serves as a talent magnet, helping keep our best and brightest here at home, and attracting new talent from across the country and around the world. Our message is clear: All are welcome here.

UMKC is committed to maintaining an environment that is free from discrimination and a process for addressing such complaints that is fair and appropriate. The University is also committed to being a model of respectful interaction and fostering a culture of equity and inclusion in the peaceful pursuit of our mission of discovery, learning and engagement by people of all national origins, faith traditions and backgrounds.

UMKC brings more than $30 million a year in national-level research grants into the local and Missouri economies; our students receive more than $200 million a year in financial aid; clinical faculty, staff and students from our health professions schools in the UMKC Health Sciences District serve more than 30,000 patients a year. UMKC arts programs, faculty and alumni have provided the foundation of almost all of our community’s premier performing arts organizations. Our Innovation Center and the Regnier Institute for Entrepreneurship and Innovation in the Henry W. Bloch School of Management are key resources for Kansas City’s renowned entrepreneurial infrastructure.

Of our more than 124,000 alumni, more than 50,000 live and work in the Kansas City metropolitan area.

The core of the UMKC experience, however people interact with us, is to offer people the opportunity to explore an array of values, ideas and perspectives; to help them expand their appreciation for people and cultures beyond the familiar; to help us all to better understand, and appreciate, the diverse world in which we live — and in which, as President Truman said, we must all get along.
OUR HISTORY
History of UMKC: Of, by and for the Community

In 1933, Kansas City's civic leaders dared to commit an act of sheer audacity. In the depths of the Great Depression, they founded a university.

It was an event born of a powerful, yet simple idea: If Kansas City was to overcome the tough times, if Kansas City was to become the great city its leaders knew it could be, it must have a great university.

What was originally known as the University of Kansas City began its first classes with just 17 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: 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 us, ever since.

Over the years, existing institutions merged with UKC and today stand as our School of Law, our School of Dentistry, our School of Pharmacy and our Conservatory of Music and Dance. The private institution joined the UM System as a public university in 1963. Today's UMKC includes more than 16,000 students, spread over two campuses and satellite locations around Missouri.

We count one Pulitzer Prize winner among our faculty, and two among our alumni. Our faculty boast Guggenheim Fellows in programs ranging from music to philosophy to English literature. In addition to President Truman, our alumni include mayors and governors, educators and astronomers, surgeons and symphony conductors, police chiefs and philanthropists.

Holocaust survivor Judy Jacobs (MBA '77, Ph.D. '86), accepting an alumni achievement award in 2016, articulated the difference a UMKC education can make:

“From a terrified, starving East European little girl, I have become an American and a Mid-westerner. I am eternally grateful,” Jacobs said. “UMKC accepted me where I was, and allowed me to proceed at my own pace. My achievements were, to a large measure, made possible by the flexible, open environment this institution provides.”
The University of Missouri System

The University of Missouri System was formed in 1963 and consists of system administration and four universities: the University of Missouri-Kansas City, the University of Missouri-Columbia, the Missouri University of Science and Technology, the University of Missouri-St. Louis and all of their component parts, including, but not limited to, MU Health, MU Extension and UM Engagement.

The UM System is organized as a system to achieve more collectively than its component parts could achieve individually. This principle will guide decision-makers in managing the affairs of the UM System, whether they be in academic, research or business operations. Moreover, the UM System exists to 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 vision and mission of the UM System. 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.

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 Attributes

1. UNIQUE ROLE AS A PUBLIC, URBAN RESEARCH UNIVERSITY
UMKC is the only public urban research university in Greater Kansas City. It was founded by the community, sustained by the community and works in partnership with the community to solve the community’s greatest challenges through research-infused learning, service and discovery activities.

2. COMPREHENSIVE ACADEMIC PORTFOLIO
With more than 120 academic programs to choose from, UMKC offers a very comprehensive curriculum. 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, Pharmacy, and a Conservatory of Music and Dance. UMKC also maintains undergraduate and graduate-level programs with comprehensive curricula and research in all traditional academic disciplines — including Arts and Sciences, Biological Sciences, Education, Engineering, Law, Management, Medicine and Nursing.

3. A LEADER IN ADVANCING THE HEALTH OF THE REGION
UMKC is one of a small number of public universities in the country to have schools of medicine, nursing, pharmacy and dentistry co-located on one campus. Together with partner-teaching hospitals, including Truman Medical Center, Children's Mercy, St. Luke's Research Institute and Kansas City Veteran Affairs Medical Center, UMKC has unparalleled assets to provide medical and health services to the metro area as well as groundbreaking research in translational and outcomes-based research. In addition, UMKC health sciences schools and eight other neighborhood partners, including the Kansas City Health Department and the state of Missouri’s Center for Behavioral Medicine, form the UMKC Health Sciences District. Working as one, they collaborate on research, grants, community outreach and shared wellness for their 12,000+ employees, faculty, students and surrounding neighborhoods near downtown Kansas City.

4. THE CULTURAL HEARTBEAT OF KANSAS CITY
The UMKC campus is located in one of the most exciting and vibrant urban environments in the Midwest, with more cultural and entertainment venues per capita than New York City. The Conservatory of Music and Dance is one of the oldest in the country, formed one year after Juilliard in 1906. Together with our nationally renowned Theatre program, UMKC faculty and alumni have founded most of the major performing arts organizations in Kansas City. Our performing arts programs are both the foundation, and a constant source of renewal, for a burgeoning arts environment.

5. UMKC’S TWO CAMPUSES CAPTURE THE BEST OF KC
UMKC’s programs are located on two campuses, each exposing our students, faculty and staff to the best this major metropolitan area has to offer. On the Health Sciences campus on Hospital Hill, UMKC faculty, staff and students can see stunning skyline views of downtown Kansas City and are within a few blocks of almost every major hospital in Kansas City, giving students extraordinary access to the best health professionals in the region. On the Volker campus, located near the famed Country Club Plaza shopping and entertainment district, UMKC is situated on a vibrant green campus with cultural and philanthropic neighbors including the Nelson-Atkins and Kemper museums of art, the Ewing Marion Kauffman Foundation, Midwest Research Institute and the Stowers Institute.
6. **DEEP COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION**
UMKC is known for dedication to equity, diversity, inclusiveness, social justice and community service. It was the first University of Missouri System campus to form a cabinet-level position and division dedicated to furthering the work of equity and diversity. This office oversees a diversity strategic plan with the goal of ensuring that the importance of this work permeates the daily life of our campus. In addition, UMKC has signature initiatives by faculty, staff and students that have contributed significantly to our region, including the Innocence Project, the Urban Education Research Center, the Institute for Urban Education, the Center for Neighborhoods, Smart Cities and many other programs.

7. **EXCEPTIONAL STRATEGIC PARTNERSHIPS**
UMKC benefits from close affiliations with numerous top foundations and businesses throughout the Kansas City metro area, and from an unusually high level of civic support due to its strong engagement and strategic partnerships formed to help the city and region tackle key issues. The university’s Board of Trustees and Foundation Board represent the best of leadership in the region. More than 50,000 alumni in Greater Kansas City ensure that our university is plugged into the region and able to support and further its workforce development and economic and cultural growth.

8. **STEEPED IN COMMUNITY INVOLVEMENT**
The university convenes more than 60 community affiliate groups including the African-American Leaders Council, Hispanic Advisory Board, LGBT Council, Women’s Council, Board of Trustees, Alumni Association and Friends of the Conservatory, just to name a few. These connections ensure the university remains woven into the fabric of the community. University programs also allow the campus community to provide needed services. As an example, the Sojourner Health Clinic is a recognized free health clinic and student organization at UMKC. The clinic treats more than 300 uninsured and underserved patients annually with more than 800 individual patient visits, accomplished through 2,500+ student volunteer hours. As a public university, and the only comprehensive research university in Kansas City, UMKC is dedicated to being a partner, advocate and resource for the community.

9. **LEADER IN COMMUNITY ENGAGEMENT**
Each year, UMKC engages more than 3,000 volunteers who give more than 230,000 hours of their time. These diverse volunteers range from young alumni to corporate leaders to retired faculty and staff. They also come from a variety of sectors and industries, such as engineering, finance, government, health sciences, legal, performing arts and nonprofits. Because of its efforts, UMKC has been selected by the Carnegie Foundation for the Advancement of Teaching for the Foundation’s coveted Community Engagement Classification.

10. **ATHLETICS PROGRAM EXCELS IN ACADEMIC ACHIEVEMENT AND STUDENT ENGAGEMENT**
UMKC is the only Division I athletics team in the Greater Kansas City area and has excelled at developing student athletes who perform well on the field, in the classroom and in the community, winning multiple season championships in the Western Athletics Conference (WAC) while contributing more than 2,000 community service hours annually to Kansas City.

11. **ADDRESSING HEALTH CARE GAPS IN RURAL MISSOURI**
With physicians in short supply in many rural communities, pharmacists play a critical role in providing services ranging from immunizations to patient education for chronic conditions. UMKC School of Pharmacy satellite programs in Columbia and Springfield are designed to increase the number of healthcare professionals practicing in rural areas by allowing rural Missourians to earn degrees closer to home.
UMKC’s Unique Academic Programs and Programs of Distinction

1. **THE 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. In the nonprofit arena, UMKC has educated and nurtured the development of civic and philanthropic leaders across the region.

2. **CONSERVATORY OF MUSIC AND DANCE AND UMKC’S THEATRE PROGRAM**
   These programs earned UMKC the distinctive designation of UM System campus for the visual and performing arts. The Conservatory has an internationally renowned composing program, and counts a Pulitzer Prize-winning composer and four Guggenheim Fellows among its faculty. UMKC arts programs, faculty and alumni have provided the foundation of almost all of our community’s premier performing arts organizations, including the Kansas City Symphony, Kansas City Ballet, Lyric Opera, Kansas City Repertory Theatre, Heart of America Shakespeare Festival and many more.

3. **SCHOOL OF LAW**
   UMKC Law offers a comprehensive, affordable law education, with historic strengths in trial and advocacy, and a growing national presence in law and technology. UMKC is one of only six law schools in the U.S. to have educated both a President of the United States (Harry S. Truman) and a U.S. Supreme Court justice (Charles Evans Whittaker). The Law School’s CLE department is the largest provider of CLE in Kansas and one of the largest in Missouri.

4. **SCHOOL OF BIOLOGICAL SCIENCES**
   The school provides hands-on research opportunities guided by faculty mentors who are invested in student success. Students explore the life sciences at the molecular and cellular levels while working across degree fields to solve problems through interdisciplinary education and research. Newly modernized and upgraded core teaching laboratories offer state-of-the-art capabilities and encourage collaborative learning.

5. **THE SCHOOL OF EDUCATION**
   The school is a national leader in innovation and research in urban K-12 education. The Institute for Urban Education and the Urban Education Research Center address local issues, problems and questions in urban schools and communities with national applicability.
6. **THE COLLEGE OF ARTS AND SCIENCES**
   The college offers a vast selection of courses that span the arts, humanities and sciences. The Department of Economics has a long tradition of Post Keynesian scholarship and offers an Interdisciplinary Ph.D. (IPhD) degree emphasizing a heterodox-pluralistic approach to economics. The Department of Architecture, Urban Planning + Design is home to the Center for Neighborhoods, a catalyst for urban-mission and community-based research and outreach. The English Department hosts a nationally recognized creative writing hub, the Master of Fine Arts in Creative Writing and Media Arts (MFA) program. The Department of Criminal Justice and Criminology plays an integral role in the Kansas City No Violence Alliance, working with police and prosecutors to reduce gun-related violence.

7. **THE SCHOOL OF COMPUTING AND ENGINEERING**
   Kansas City’s only accredited school for engineering and computer science, the school has experienced a 110 percent increase in enrollment since 2008. 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 industry. Areas of excellence include breakthrough research in network security, drone technology and bioengineering partnerships with the School of Medicine.

8. **THE SCHOOL OF MEDICINE**
   This program 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.

9. **THE SCHOOL OF PHARMACY**
   This program is nationally recognized for community engagement and service 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.

10. **THE SCHOOL OF DENTISTRY**
   As the only public dental school in Missouri, this competitive program serves students seeking doctor of dental surgery (DDS) and bachelor of science in dental hygiene degrees. The school has more than 7,000 alumni practicing in all 50 states. In addition to oral health education, the school conducts cutting-edge research and delivers dental care to more than 73,000 patients each year through its comprehensive care clinic.
11. 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 has a top 25 national ranking in online nursing education and is ranked as a top 10 graduate nursing program of value.

12. UMKC HEALTH SCIENCES DISTRICT
UMKC and its health professions schools are founding members of a 12-member cooperative, including two neighboring hospitals and a city health department, that work together to advance the health of surrounding neighborhoods, Kansas City and the region through education, research and community outreach.

13. SUPPLEMENTAL INSTRUCTION
UMKC is the birthplace of Supplemental Instruction, a highly successful academic assistance program utilizing peer-assisted study sessions. Through our International Center for Supplemental Instruction, UMKC leads the ongoing development of a program now widely used in the U.S. and also in Australia, Canada, Sweden and South Africa.

14. THE UMKC INNOVATION CENTER
The UMKC Innovation Center is a cornerstone of the highly regarded entrepreneurial ecosystem in Greater Kansas City. The Center created SourceLink, a national organization with multiple regional chapters that builds entrepreneurial infrastructures in communities across the nation. The Center also led the founding of Digital Sandbox KC, Whiteboard to Boardroom and other programs. In 2014, the UMKC Innovation Center was awarded one of only eight “ScaleUP! America” program contracts from the U.S. Small Business Administration.

15. UNIVERSITY COLLEGE
One of the few programs in the region focused specifically on supporting students exploring major and career options, including those who may have changed paths or are aspiring towards competitive programs. UCollege is a unique opportunity for students to purposefully assess their interests and goals through coursework and experiential activities with guided support from specialized staff. Students explore all four corners of the university while still making progress towards a degree.

16. HONORS COLLEGE
While many university honors programs have the effect of preserving an exclusive status quo, the UMKC Honors College has been designed with a specific and significant focus on diversity, equity and inclusion in both admissions and learning objectives.

17. UNIVERSITY LIBRARIES
In support of the community, the University Library houses the Marr Sound Archives, which is one of the larger sound archives in the U.S. with more than 400,000 recordings: the fast-growing Gay and Lesbian Archives of Mid-America (GLAMA) and the Edgar Snow Papers Archive.
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.

COMMİTTED 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
The UMKC Experience

We are building a community in which we support each other, learn from each other and grow together. Those who join UMKC as students, faculty, staff, volunteers or affiliates should have a transformational experience, finding the university community a second family, embracing learning as a lifelong vocation, recommending the university to people they care about and becoming part of the university's history and legacy. Those who interact with UMKC should have an experience that leaves a lasting, positive impression of respectfulness, expertise, dedication and commitment to our public service mission.
Strengths, Weaknesses, Opportunities and Threats

UMKC is an urban-serving public university, classified as “R2 – Higher Research Activity” by the Carnegie Classification, and one of a select group of 21 such higher-research universities in the U.S. with an urban location and a specific urban-serving mission.

STRENGTHS

» UMKC’s nationally recognized programs include:
  » The six-year combined B.A./M.D. physician program
  » A Conservatory of Music and Dance that recruits top national and international students and has a globally recognized composition program, including a Pulitzer Prize winner on faculty
  » Defense and National Security research programs that have drawn millions in Department of Defense grants and an R&D 100 Award
  » Programs that play a foundational role in Kansas City’s globally recognized entrepreneurship infrastructure, including the Regnier Institute for Entrepreneurship and Innovation in the Bloch School of Management, and the UMKC Innovation Center, founder of programs such as SourceLink and Digital Sandbox KC
  » National headquarters for the Addiction Technology Transfer Center Network, the leading organization for training of addiction treatment professionals, in the UMKC School of Nursing and Health Studies
  » UMKC is the birthplace of Supplemental Instruction and home of the International Center for SI
  » Moot Court teams from the UMKC School of Law regularly place highly in national competitions

» UMKC faculty include a Pulitzer Prize winner and eight Guggenheim Fellows, and more than 90 percent have terminal degrees in their fields. Low student-to-faculty ratio allows for small class sizes, extensive undergraduate research opportunities and one-to-one mentoring.

» Vibrant, green campus located in Greater Kansas City affords students access to exciting city life and culture.

» UMKC’s connections with the Greater Kansas City community allow our students a unique opportunity for service learning, internships and access to jobs.

» UMKC has built a reputation for entrepreneurship and innovation, making it a vital partner in Kansas City’s highly regarded entrepreneurial ecosystem.

» UMKC has an exceptionally large and strong alumni base in Kansas City.

» UMKC delivers a dynamic and vibrant student experience with more than 300 student groups, Division I Athletics, a spacious student union building that opened in 2010 with a 300-seat theatre and stunning views of the city and a focus on student-centered learning and support.

» UMKC features strong programs for diversity, equity and inclusion along with a robust diversity strategic plan to guide campus efforts.

» UMKC’s two campuses are located in the cultural heart of Kansas City. The Health Sciences campus is near Crown Center, the Power & Light District and the Crossroads Arts District. The Volker campus is surrounded by scientific, cultural and educational institutions including the Stowers Institute, the Ewing Marion Kauffman Foundation, Midwest Research Institute, the Nelson-Atkins and Kemper museums, Rockhurst University, the Kansas City Art Institute, Saint Luke’s Hospital and the Country Club Plaza.
WEAKNESSES

» Support and incentives for faculty innovation in teaching, research and academic leadership are subpar.
» UMKC’s overall brand awareness is growing but still needs to be strengthened.
» UMKC is better known for graduate and professional programs than for undergraduate education.
» Growth in research activity at UMKC should accelerate.
» Offerings of online and blended classes and degrees needs to expand.
» On-campus housing options need both expansion and upgrades.
» UMKC has low stipends for graduate students.
» FTC enrollment, while growing, still needs to increase.

OPPORTUNITIES

» Bring larger numbers of visitors to campus to attend events, increasing and broadening knowledge of the university.
» Increase student, faculty and staff participation and attendance for Athletics, Performing Arts, Student Government, Faculty Senate, Staff Council, cultural and educational programming and events and volunteer efforts.
» Increase connections and engagement with our high number of Kansas City-area alumni.
» Increase philanthropic support and investment from a broader range of donors and community partners.
» Leverage the UMKC Health District and the health professions schools’ focus on interprofessional education to enhance recruitment of highly competitive faculty, spur increased research capability, and strengthen efforts in community health.
» Participation in the UM System Precision Medicine Initiative and Translational Precision Medicine Complex can help attract additional research dollars, national attention and top-level faculty and students.
» Build UMKC’s reputation and attract top students and faculty by completing new Conservatory building.
» Grow the research enterprise, which will allow us to better serve the region, increase jobs and attract more funding for top research initiatives.
» Improve connections to K-12 school districts in the Kansas City metropolitan area.
» Capitalize on comprehensive program offerings to create interdisciplinary and multidisciplinary programs.
» Market and recruit students to University College who have not committed to a specific major.
» Low student-faculty ratio presents opportunity to grow enrollment without significantly increasing costs.
» Low research expenditures present opportunity to target strategic areas for growth.
» Low stipends for graduate students present opportunity for strategically targeted recruiting.
» Innovative curriculum presents opportunity to improve recruiting and increase enrollment.
» Grow distance and online education options for traditional and non-traditional students.

THREATS

» Undergraduate population trends show declines nationally.
» Higher education continues to grapple with declines in state and federal funding.
» Limited tolerance for tuition increases among university leadership, current students and prospective students.
» Negative attitudes about the value of higher education present ongoing concern.
» Political and economic trends are creating barriers to enrollment of international students.
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
» 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 also is 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. Become 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 invigorating multiculturalism, globalization, diversity and inclusion (Aligned with The Missouri Compact for Inclusive Excellence)
5. Develop a strong and resilient people, process and physical infrastructure (Aligned with The Missouri Compact for Excellence in Planning, Operations and Stewardship)

While we at UMKC continue to be as committed as ever to achieving our vision, mission and goals, we are now — like all public universities — experiencing significant pressures to change. These pressures include shrinking revenues, heightened focus on workforce development, greater expectations for return on investment, changing expectations about personalization and engagement, more aggressive competition and greater demand for accountability. First movers to address these pressures will benefit most, while those slow to change will experience significant, negative consequences.

Over the past several decades, new technologies have spurred the creation of entirely new companies and industries in the Greater Kansas City region. This is an unprecedented economic development opportunity, but one that challenges employers to find enough people capable of succeeding in new, complex and highly technical positions. Employers complain that higher education institutions are not preparing enough graduates who are “workforce ready” to meet their needs.

The traditional higher education model in which isolated academic disciplines deliver an established body of knowledge has become obsolete. We must recognize that we are operating in a world where new knowledge is being generated at an ever-increasing rate and is easily accessed on pocket-sized technology. Expertise is now less defined by “what we know,” and more by “what we can do with what we know.” This requires people who can work through and draw from multiple disciplines to innovate, solve problems and effectively communicate these solutions to multiple audiences. While our mission to advance knowledge means that we at UMKC will continue to organize by academic discipline, we must also provide graduates with the skills and competencies they need to succeed in work and life.

This new model of higher education must leave behind the old notion of university-as-gatekeeper, selecting an elite few to rise. Our society requires a multitude of well-educated people to function properly, and people from all walks of life deserve an opportunity to thrive and succeed. So our charge is to be bridge-builders, meeting people where they are, and providing the guidance and support they need to get where they want to go. We must ramp up to provide more support services that address the wider range of gaps our students have in their college preparation. Additionally, because these students expend large percentages of their income and incur significant debt to pursue degrees, they want assurances of a “return on investment” for their college education.
New and Innovative Approaches Designed to Achieve Excellence

The higher education model we inherited involves normative assessment (comparing students to others) rather than measurements of their own growth, and assembly-line schedules that hold instructional time constant while allowing student success to vary. This is no longer adequate. The coupling of the internet with new technologies provides the means for an excellence initiative based on mass customization of a variety of programs and services. We will deliver what students now expect us to provide: more interactive and engaging experiences and high-impact learning practices based on personalized learning models that will generate higher levels of student success.

Higher education may be viewed as the opposite of business — where businesses use people to make money, we use money to make people. Yet, we are an economic enterprise: because we take money from students and from the state, they have certain rights to assume their needs and expectations will be addressed. When we take money, it is more than a contract — it is a sacred trust that we will lead, guide and support students as they work to achieve their goals for personal and economic success and engaged citizenship. If we do not honor this commitment, students will rightfully choose other institutions that better serve their interests.

That commitment also guides our discovery enterprise. As a public university, we are committed to addressing the grand challenges of our community and our world, and creating the infrastructure that will enable us to develop innovative solutions. Our new budget model more effectively targets resources to strategic goals, and encourages members of our university community to work collaboratively in pursuit of excellence. Recognizing that people are our greatest asset, the new budget model also drives excellence through an emphasis on recruiting highly qualified people in strategically defined clusters and enhancing resources for endowed faculty positions.

Because of the increasing demand for higher education, our accreditors and state and federal regulators are calling on all institutions of higher education, including UMKC, to show evidence of our quality, the value we add to our students’ educational experiences and our efficient use of resources. Our constituents are telling us they will no longer tolerate the traditional “gatekeeping” model of higher education, in which we take students’ tuition, allow barriers and obstructions to get in their way and then blame them for failures. We have a new social contract with our constituents, one in which they expect us to “build a better bridge” — to provide a quality education that continues to hold high expectations for learning while doing more to reach students where they are, to provide stronger supports along the way and to better ensure our students achieve the goals and futures to which they aspire.
PILLAR 1:
PROVIDE EXCEPTIONAL STUDENT LEARNING, SUCCESS AND EXPERIENCE
PILLAR 1:
Provide exceptional student learning, success and experience
Aligned with The Missouri Compact for Excellence in Student Success

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 engage with each other based on the model of a large extended family. 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 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, online, academic support and co-curricular 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, 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 from the current three-year average of 75 percent to 77 percent after three years, 80 percent after five years and 85 percent after 10 years

» Increasing first-year retention for full-time transfer students from the current three-year average of 71 percent to 75 percent after three years, 78 percent after five years and 85 percent after 10 years

» Increasing the six-year graduation rate for full-time, first-time college students from the current three-year average of 49 percent to 52 percent after three years, 60 percent after five years and 68 percent after 10 years

» Increasing the six-year graduation rate for full-time transfer students from the current three-year average of 60 percent to 64 percent after three years, 66 percent after five years and 75 percent after 10 years

» Increasing the Career Outcome Rate from the current two-year average of 78 percent to 80 percent after three years, 85 percent after five years and 95 percent after 10 years

» Increasing total Fall enrollment from the current three-year average of 16,675 to 18,000 after three years, 20,000 after five years and 24,000 after 10 years

» Increasing the percentage of student credit hours taught via blended online and face-to-face instruction from the current three-year average of 2 percent to 10 percent in three years, 20 percent in five years and 30 percent in 10 years

» Increasing the percentage of student credit hours taught via all-online instruction from the current three-year average of 12 percent to 15 percent in three years, 18 percent in five years and 20 percent in 10 years
GOAL 1.1
*Increase the retention, persistence, progression and successful degree completion of our undergraduate students*

**STRATEGIES**

A. Support the increase of undergraduate student retention, persistence, progression 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, progression 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
B. Improve instructional effectiveness of a students' academic experience, the curriculum, and the campus's overriding commitment to academic excellence
C. Invest in and expand FaCET to create a center for faculty excellence that provides year-round faculty development opportunities and personalized faculty support to promote student success
D. Explore changes to teaching evaluations to create a consistent platform 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 student evaluation of teaching through process metrics, improved instruments and more consistent processes
C. Implement new Tenured and Tenure Track Faculty Workload Policy (CRR 310.080)
D. Improve students' preparedness relative to the knowledge, skills and competencies needed to meet the workforce needs in Kansas City, nationally and globally
E. 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
F. Increase data collection and use regarding career outcomes
G. Increase participation of key external constituents to improve career outcomes for students and support regional workforce development
H. 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

D. Actively engage with Athletics to support student-athletes in their personal 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. Provide workshops for faculty and staff to help them identify the warning signs of a struggling student

C. Create a workshop series on resilience, grit, etc. for students and student leaders

D. Work with the Office of Financial Literacy 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. Initiate a work-study student development program for student workers and their supervisors

F. Host leadership development trainings and an annual leadership conference for student leaders and Greek Life provided through Office of Student Involvement (OSI)
PILLAR 2:
BECOME A THRIVING DISCOVERY ENTERPRISE
PILLAR 2:

Become a thriving discovery enterprise

Aligned with The Missouri Compact for Excellence in Research and Creative Works

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:

- Doubling annual extramural research expenditures from $29.2 million in 2018 to $60 million by 2028 (50 percent increase by 2023)
- Increasing the number of annual grant proposals from the current three-year average of 414 to 475 after three years, 600 after five years and 750 in ten years
- Increasing the total dollar amount of annual grant proposals from the current three-year average of $160,989,028 to $225 million after three years, $300 million after five years and $600 million after 10 years
- Doubling the annual grant awards from the current three-year average of 230 to 500 after 10 years
- Increasing the total dollar amount of annual grant awards from the current three-year average of $36,392,258 to $45 million after three years, $60 million after five years and $85 million after 10 years
- Increasing the annual number of patents filed from the current three-year average of 17 to 20 in three years, 25 in five years and 30 in 10 years
- Increasing the annual number of inventions from current three-year average of 25 to 30 in three years, 40 in five years and 60 in 10 years
Incorporate new information systems for tracking citations and publications into the annual faculty evaluation process, measured against nationally recognized benchmarks.

Increase journal article publication by 75 percent by 2028.

Increase national awards for faculty by 100 percent by 2028.

Develop a baseline for undergraduate students participating in research experiences and double the number of students participating in undergraduate research by 2028.

**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 NIH and NSF grant review panels.
E. Establish specific endowment funds within the UMKC Foundation to support research and scholarship.
F. Increase support for library services that specifically support faculty research, including a funding resource to support open access publications.
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. Develop funding policy for supporting faculty research labs, including a computer update program similar to the current Workstation Replacement Program, and to provide hardware and software support.

**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. Support the library's role in the provision, discovery, access and preservation of information resources, scholarship and creative work essential for research and teaching.
D. 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 Institute (DSI) aimed at improving the quality of life for citizens of Kansas City, the state of Missouri and beyond. The DSI 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. Restructure the F&A distribution policy to promote and reward increased funding activity

E. 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 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 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
PILLAR 3:
TRANSFORM OUR COMMUNITY AND REGION WITH IMPACTFUL ENGAGEMENT
PILLAR 3:

Transform our community and region with impactful engagement

Aligned with The Missouri Compact for Excellence in Engagement and Outreach

UMKC is committed to collaboration with the greater community — at the state, national and global levels, but most 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, promoting greater justice, alleviating poverty, opening avenues for economic development to underserved 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 60+ stakeholder organizations and the collective efforts and talents of our 50,000+ 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:

- Increasing the percentage of graduating students having participated in service learning from the current three-year average of 48 percent to 65 percent after three years, 75 percent after five years and 90 percent after 10 years
- Increasing the total number of volunteer hours participating in community partnerships from the current three-year average of 234,270 to 300,000 after three years, 350,000 after five years and 400,000 after 10 years
- Increasing the annual number of alumni donors from the current three-year average of 5,855 to 6,100 after five years and 6,500 after 10 years
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/taskforces with the Mid-America Regional Council, Greater Kansas City Chamber of Commerce and other 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. Establish and support through the Office of the Provost a UMKC faculty interest group for urban engagement that convenes a broad spectrum of faculty from across all disciplines
C. Build an Urban Innovation Resource Rail
D. Sustain and capitalize on UMKC’s Carnegie Classification for Community Engagement
E. Promote the work UMKC is currently doing in the Greater Kansas City area and promote the success of our programs, students, faculty and alumni
F. Promote the availability of the Presidential Engagement Fellows

GOAL 3.3

Increase partnerships to address cultural, social, health and economic prosperity in the Greater Kansas City area

STRATEGIES
A. Regularly convene a Greater Kansas City Regional Council for Higher Education to collaboratively identify and address regional needs and opportunities for partnership
B. Regularly convene a UMKC Council of Chairs to utilize key external leaders as sounding boards for critical issue development and mobilize leaders and their organizations as chief advocates in the broader community, state, region and nation
C. Create and implement a strategy to strengthen the UMKC Health Sciences District and leverage the collaborations and partnerships associated with the district
D. 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
**GOAL 3.4**  
*Strengthen alumni engagement and recognition*

**STRATEGIES**
A. Develop infrastructure for alumni to promote and support student success  
B. Provide lifelong learning activities and meaningful opportunities for alumni to interact and contribute to UMKC through student presentation feedback, guest speaking, mentoring, internship and career services support and participation on councils and boards  
C. Increase outreach to bring more alumni into the development life cycle  
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
PILLAR 4:

FOSTER AN ENVIRONMENT OF INVIGORATING MULTICULTURALISM, GLOBALISM, DIVERSITY AND INCLUSION
PILLAR 4:

Foster an environment of invigorating multiculturalism, globalism, diversity and inclusion

Aligned with The Missouri Compact for Inclusive Excellence

Again, we invoke the words of alumnus Harry S. Truman, spoken on our campus: “It is absolutely necessary for the greatest Republic that the sun has ever shone upon to live with the world as a whole, and not by itself. It is one world … a world in which we must all get along.”

Truman spoke again of this theme at Howard University in 1952: “This American nation of ours is great because of its diversity — because it is a people drawn from many lands and many cultures, bound together by the ideals of human brotherhood.”

It is in this spirit that we dedicate ourselves to multiculturalism, globalism, and inclusion. Our Strategic Plan for Diversity states that we “value diversity as central to our mission as an urban research university.” Those values call us to reach out to the wider world while addressing the issues of historically underserved people in our home community and providing the needed services and resources for academic success. We embrace these values because it is the right thing to do, while recognizing that in doing so, we embrace reality. Globalism is an economic, educational and cultural force that is inexorable. We educate our students to live and work and create in such a world; we inspire them to lead and serve in that world.

We also recognize that our region is inextricably tied to the world, and UMKC’s commitment to multiculturalism, globalism and inclusion plays a vital role in leveraging these ties to our region’s advantage.

We influence, and are influenced by, the growing globalism of our region. As a talent magnet, we bring the world’s best and brightest here to learn and for us to learn from them. We seek to serve as a model for creating a culture of equity and inclusion that views diversity as a strength, in which the collective supports the individual, and the individual supports the collective.

UMKC has a comprehensive Inclusive Excellence Plan that outlines action steps, timelines and metrics that create an environment where individuals with diverse backgrounds, experiences and perspectives can find success in learning, teaching, research and engagement activities.

For more detailed information about the Inclusive Excellence Plan, visit: go.umkc.edu/inclusive-plan
METRICS

Specific targets for this pillar include:

» Increasing the total percentage of under-represented minority students to create a more diverse and inclusive student body

» Increasing the first-year retention rate for under-represented minority, full-time, first-time college students from the current three-year average of 72 percent to 74 percent after three years, 77 percent after five years and 81 percent after 10 years

» Increasing the first-year retention rate for under-represented minority, full-time, transfer students from the current three-year average of 71 percent to 75 percent after three years, 78 percent after five years and 85 percent after 10 years

» Increasing the six-year graduation rate for under-represented minority, full-time, first-time college students from the current three-year average of 38 percent to 40 percent after three years, 46 percent after five years and 53 percent after 10 years

» Increasing the six-year graduation rate for under-represented minority, full-time, transfer students from the Cohort 2011 rate of 40 percent to 43 percent after three years, 44 percent after five years and 50 percent after 10 years

» Develop and implement strategies to recruit and retain a diverse and inclusive faculty and staff community that represents differences in perspective, experience, and background

GOAL 4.1

Achieve a more diverse and inclusive student body and faculty and staff community to increase access and academic success

STRATEGIES

A. Recruit, increase and retain underserved and international undergraduate and graduate students

B. Recruit and retain a diverse and inclusive faculty and staff community that represents differences in perspective, experience, and background

GOAL 4.2

Create and sustain an organizational environment that acknowledges and celebrates diversity and employs inclusive practices throughout its daily operations

STRATEGIES

A. Conduct climate surveys and develop action steps in response to the results

B. Support, promote and incentivize department diversity programming and initiatives

C. Better integrate domestic and international faculty, staff and students into university life
GOAL 4.3
Engage students, faculty and staff in learning varied perspectives of domestic and international diversity, including social justice

STRATEGIES
A. Promote culturally responsive and inclusive curricula and teaching  
B. Support and promote FaCET and ESL  
C. Offer courses, curricula and learning opportunities at the undergraduate level that achieve diversity and inclusion learning goals  
D. Train and promote internationalized competence

GOAL 4.4
Create and sustain an institutional infrastructure that effectively supports progress in achieving diversity

STRATEGIES
A. Sustain and increase university-wide efforts designed to amplify the potential to secure gifts, grants and opportunities to advance diversity and inclusion goals  
B. Engage key leaders and stakeholders in long-standing organizational challenges, recruitment and yield of under-served minority students, faculty and staff  
C. Support a robust international services model that creates lifelong UMKC connections from recruitment to alumni status  
D. Support faculty engagement in scholarship, research and teaching outside the U.S.

GOAL 4.5
Leverage the university’s mission as a statewide system of institutions to improve outcomes and reduce disparities for historically under-represented and underserved populations in Missouri and in global outreach efforts

STRATEGIES
A. Support community partnerships around diversity events and programs  
B. Promote global immersion experiences  
C. Provide leadership in inclusion, multiculturalism and globalism throughout the region and state
PILLAR 5:
DEVELOP A STRONG AND RESILIENT PEOPLE, PROCESS AND PHYSICAL INFRASTRUCTURE
PILLAR 5:
Develop a strong and resilient people, process and physical infrastructure

Aligned with The Missouri Compact for Excellence in Planning, Operations and Stewardship

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:

- Increasing the Composite Financial Index from the current three-year average of 1.56 to 1.6 after five years and 1.75 after 10 years
- Increasing total annual Student Credit Hour production from the current three-year average of 372,511 to 388,093 after three years, 406,574 after five years and 425,054 after 10 years
- Increasing annual philanthropic giving to $100 million by 2028
GOAL 5.1
Create measures of accountability visible to all stakeholders

STRATEGIES
A. Develop and implement new budgeting system: budget rules, resource allocation model, costing model and reserves policy
B. Establish Service Experience Councils and service-level agreements and implement shared services for key administrative functions, particularly in Human Resources, Information Technology and Finance, with the objectives of reducing costs and increasing efficiencies
C. Develop and implement policies, processes and collection mechanisms to institutionalize responsibilities for implementing HLC Assumed Practices
D. Develop and implement policies and processes that improve space use that are clear, engaging and equitable to all stakeholders
E. Review policy, improve process and incorporate new information systems to support centralized scheduling
F. Identify and prioritize needs for metrics with data review and management plan in conjunction with UM System expectations
G. Develop and implement strategic plan for athletics
H. Develop and implement strategic plan for auxiliary fund activity

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 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
C. Lead Presidents’ summit series for academic advising
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 strategic plan for partners and affiliated organizations
D. Develop and implement administrative review procedures to include spans of control and management
E. Develop and implement strategic plan for opportunities to leverage all UM System and UMKC Libraries

GOAL 5.5

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

STRATEGIES
A. Regularly conduct Academic Portfolio Review and develop and implement recommendations at the unit level based on Academic Portfolio Review data
B. 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
C. Promote and market our academic programs in the bi-state region and heartland, especially the areas with strong growth potential
D. Expand partnerships with other universities, community colleges and educational institutions including Dual Partnership Program with MCC and JCCC
E. Improve operations and increase academic conference and event hosting
F. 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
G. Develop and implement plan for dual credit program to assess growth opportunities with review of pricing and internal structure
H. Prioritize, plan and prepare for next development campaign
I. Working with UM System to improve commercialization of intellectual property
J. Investigate and implement differential tuition for undergraduate units and other alternate tuition and fee options, as appropriate

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 equipment management policy and processes, including the recycling and replacement of technology
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 to, for example, community service and service-learning and discovery activities that emphasize community impact over publishing, creating open-access educational resources, effective teaching and publishing in influential and relevant non-traditional outlets.
METRICS

Specific targets for this foundational commitment include:

» Increasing the percentage of staff attending training or workshops annually to 70 percent after three years,
75 percent after five years and 85 percent after 10 years

» Increasing the percentage of faculty attending training or workshops annually from the current three-year average
of 20 percent to 40 percent after three years, 60 percent after five years and 90 percent after 10 years

» Increasing the percentage of staff who report in Climate Surveys that they are “comfortable with the overall climate”
on campus from the 2017 baseline of 74 percent to 78 percent after three years, 80 percent after five years and 84 percent
after 10 years

» Increasing the percentage of staff who report in Climate Surveys that they “agree that UMKC is a good place to work”
from the 2017 baseline of 61 percent to 65 percent after three years, 70 percent after five years and 80 percent after 10 years

» Increasing the percentage of staff who report in Climate Surveys that they “agree that UMKC offers adequate professional
development opportunities” from the 2017 baseline of 69 percent to 75 percent after three years, 80 percent after five years
and 85 percent after 10 years

» Increasing the percentage of faculty who report in Climate Surveys that they are “comfortable with the overall climate”
on campus from the 2017 baseline of 71 percent to 75 percent after three years, 78 percent after five years and 80 percent
after 10 years

» Increasing the percentage of faculty who report in Climate Surveys that they “agree that UMKC is a good place to work”
from the 2017 baseline of 72 percent to 75 percent after three years, 80 percent after five years and 90 percent after 10 years

» Increasing the percentage of faculty who report in Climate Surveys that they “agree that UMKC offers adequate professional
development opportunities” from the 2017 baseline of 58 percent to 65 percent after three years, 70 percent after five years
and 80 percent after 10 years

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 for 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, appropriate 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. Develop a method of setting team-based goals that tie into our overall organizational strategy
I. Identify and work to reduce obstacles, and create incentives, for collaboration across units, departments and other institutional groups
J. Through Service Experience Councils and service level agreements, vice chancellors and vice provosts will promote continuous improvement of all administrative functions
K. 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
E. Coordinate work study students to improve work skills and service to campus

We commit to promote professionalism and collaboration

STRATEGIES
A. Facilitate collaboration between Staff Council, Faculty Senate and Administrative Council
B. Provide regular training in conflict resolution, professional communication, emotional intelligence, diversity and inclusion and team building
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 diversity, equity and inclusion 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 invigorating multiculturalism and globalism (pillar 4), because diversity and inclusion are inherent qualities of multiculturalism. And 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 that we do.
The critical enablers for UMKC’s academic strategy are:

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 diversity 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 equity, diversity and inclusion to enrich the lives of our faculty, staff and students and the communities we serve
C. Leverage our commitment to equity, diversity and inclusion 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 co-curricular 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
IMPLEMENTATION: STRUCTURE, PROCESSES AND RESOURCES

The chancellor will appoint a central coordinator for implementation, who will report directly to the chancellor. The coordinator, working with faculty and staff, will develop a detailed implementation plan and will monitor progress on implementation activities, plan metrics and achievement of the plan’s goals.

The chancellor, provost and implementation coordinator will appoint a committee chair for each of the five pillars. The five chairs will each appoint an implementation committee of five members, subject to approval by the chancellor.

The committees will be charged with developing the following implementation procedures:

» List of implementation activities, with deliverables, timelines and responsible party for each

» List of resources needed for implementation, based on a five-year plan anticipating additional revenue from enrollment growth and non-traditional revenue sources

Each of the five committee members also will have responsibility for monitoring a section of that pillar’s metrics.

Each of the five committees will meet monthly, with the implementation coordinator participating on an ex-officio basis. The purpose of each monthly meeting will be to report progress on the implementation activities and plan metrics for that individual pillar. The implementation coordinator will then compile that information into a monthly report to the chancellor and provost. The monthly reports will also be posted online to the strategic plan web page. Before the monthly meetings begin, the implementation coordinator and the five chairs will collaborate to develop a consistent format for the monthly reports.

The implementation coordinator will have primary responsibility for crafting an annual report on progress toward the plan’s goals. The coordinator will work with the Division of Strategic Marketing and Communications to develop a design and format for the annual report. The annual report will be crafted and sent electronically each November to a list of stakeholders to be developed by the Division of University Advancement and posted online to the strategic plan web page.
IMPLEMENTATION RESOURCES

We know this work cannot be completed without significant involvement from our university community and the Greater Kansas City community, clear prioritization of tasks and a significant dedication of resources.

Although a more comprehensive analysis of costs and resources will need to be completed in the implementation phase, the estimates represent the operating funds that will be needed to support the following broad categories:

- **Facility needs as planned in the 2020 Five-Year Capital Plan** (Academic including Research and Student Life)
  - **New construction** (Conservatory of Music and Dance, Health Science Interprofessional Education and Research Building, Bloch Heritage Hall, and new student housing) .................. $280,400,000
  - **Renovation/infrastructure** (Spencer Chemistry/School of Biological Sciences Phase II, Health Sciences — School of Medicine and School of Dentistry, and Bloch Heritage Hall) ............... $64,275,000
- **Maintenance and repairs** ................................................................. $3,000,000 to $10,000,000 annually
- **Research programs** (new initiatives, seed funds, technology transfer) ........................................ $5,000,000
- **Faculty and support staff** ........................................................................ $9,200,000
- **Undergraduate programs** (financial aid, student recruitment, academic enhancements, general education, advising, and mentoring) ........................................ $7,000,000
- **Graduate programs** (expanded fellowships, increased graduate assistant stipends, student recruitment, housing support and academic enhancements) ........................................ $5,000,000
- **External relations, development, marketing and communications** ........................................ $5,000,000

Funding sources would likely include targeted fundraising and philanthropy, state funds, university and other support, including monies derived from enrollment growth.
STRATEGIC PLAN COMMITTEE

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.

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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. 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.