Currently UMKC is engaged in a revision of our strategic plan. Our goal is to create a plan that reflects our core missions and aligns with community interests and needs. The faculty, staff, administrators and constituents are currently engaged in 9 strategic planning exercises that focus on our core missions: Urban Engagement, Visual and Performing Arts and Health and Life Sciences. The resulting plan will reflect our new Vision Statement:

UMKC will become a model urban research university characterized by signature professional programs, a dynamic undergraduate population, a highly diverse faculty, staff, and student body, and active engagement with its city and region.

Our vision and our core missions together determine our strategic goals for the next 5 years.

**Strategic Goal 1: Enhance Financial Capacity**

- We will revise our budget allocation method to provide incentives for growth in student credit hour production and in sponsored program funding. The University Budget Committee has designed a budgeting model that is currently being reviewed by all campus constituencies. We will implement this model for FY08.

- We will continue restructuring our business practices to reallocate resources to our core mission areas.

- We will complete our current Capital Campaign ($200,000,000 goal).

- We are evaluating competitive pricing mechanisms such as expanding the “metropolitan rate” to graduate students in the Kansas City area.

- We are exploring alternative mechanisms for student financial aid with the goal of reducing the amount of operating dollars devoted to scholarships.

**Strategic Goal 2: Increase Student Credit Hour production by 25%**

- We will expand our high-quality residential opportunities for students with Oak Street West, Cherry Street replacement, and housing on Hospital Hill.

- We will enhance the quality of student life on campus by providing additional advising and work study opportunities and by building a new student union.
• We will increase the number of full-time, residential students.

• We will improve freshman-sophomore retention rates.

• We will expand our articulation agreements with community colleges in order to increase the number of transfer students.

• We will enhance the educational pipeline by:
  1. expanding dual credit offerings;
  2. providing well-prepared teachers for urban districts;
  3. establishing a principal’s institute jointly with KCMO ISD;
  4. establishing an “early college” high school with KCMO ISD.

**Strategic Goal 3: Increase Sponsored Program Funding by 25%**

• We will hire Medical School faculty through the School of Medicine rather than through the practice plan or through partner hospitals.

• We will continue to build our translational research capacity by hiring well-funded faculty and collaborating with MU’s School of Medicine and other institutions.

• We will pursue funding for the construction of a new research facility on Hospital Hill.

**Strategic Goal 4: Strengthen Core Academic Mission Areas**

• Savings in improved business practices will be reallocated to visual and performing arts, life and health sciences, IEI, and IUE.

• External fund raising will focus on scholarships and professorships in our core mission areas.

• We will continue to create partnerships with businesses and other educational and cultural institutions.

**Strategic Goal 5: Improve Racial Climate and Campus Diversity**

• Our new Deputy Chancellor for Diversity, Equity, and Access will provide leadership in these key areas.

• We will continue to aggressively recruit faculty from under-represented groups.
• We will aggressively recruit students from under-represented groups and work to expand the pipeline of such students.

• We will refine the independent directions and missions of Minority Student Affairs and the African American Culture House.

• We will create a physical facility for our Latino students.

• We will revitalize the African American Studies program.

• We will continue to work with local groups to support activities such as the publication of *The State of Black Kansas City*.

**Measures of Success:**

**One-Year Measures of Success**

• Implementation of new budget model
• Implementation of new business practices
• Completion of the Capital Campaign
• Authorization for tuition flexibility
• Initiation of construction of Oak Street West
• RFPs issued for Cherry Street replacement and Hospital Hill housing
• Approval for a new student union
• Specific plans for SCH growth for each school
• Implementation of Principal’s Institute
• Initiation of hiring of additional faculty in SOM
• Growth in budget in core academic areas
• Implementation Office of Diversity, Equity, and Access
• Increase in number of faculty from under-represented groups
• Revitalized African American studies program

**Three-Year Measures of Success**

• Metro rate for graduate students implemented
• Oak Street West, Cherry Street replacement and Hospital Hill housing completed
• Ten percent growth in student credit hours
• Fourteen hundred residential students
• Three percent increase in freshman-sophomore retention rates
• Early college high school in place
• Fifteen graduates of IUE in urban schools
• New medical faculty hired through SOM
• Twelve percent increase in sponsored program funding
• Approval for research facility on Hospital Hill

Five-Year Measures of Success

• 25% increase in student credit hours
• 25% increase in sponsored program funding
• School of Dentistry ranked among the five best in the country on board scores
• Theater Department ranked among the ten best public theater programs in the country
• Conservatory of Music and Dance ranked among the ten best public music programs in the country
• Institute for Entrepreneurship and Innovation ranked among the five best programs in the country
• Institute for Urban Education recognized as a model for the rest of the country
• UMKC seen as a university of first choice by students in Missouri
• Issues of race and diversity are no longer seen as problems by students and community