AN INVESTMENT IN OUR STUDENTS AND MISSOURI
Together, the four campuses and system of the University of Missouri serve the people of our state, the nation and the world; and it is the fundamental responsibility of the university to seek and manage resources in the best interest of the citizens of Missouri.

We know that in order to continue to serve our state we must chart a course that ensures our vitality well into the future. This requires strategic thinking about the university’s areas of focus and how to apply precious resources to those endeavors.

Because each campus and the system are uniquely different, each has developed clear and compelling strategy statements intended to guide the university in its operations over the next five to seven years. The following pages outline our collective course. With measurable and obtainable goals, each plan includes strategic areas of focus followed by strategic and best-in-class metrics that will allow us to gauge progress.

While this is just a glimpse into the strategic plans, we invite you to visit each respective website for in-depth information.

AN INVESTMENT IN OUR STUDENTS AND MISSOURI

University of Missouri System
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

STRATEGY STATEMENTS

UM System

The UM System will collaborate with the campuses in achieving, by 2018, best-in-class performance by leveraging the unique strengths and resources of our campuses through applying leading practices and advocating for higher education and the university.

MU

MU’s mission as a public, land-grant university is to discover and disseminate knowledge. Building on its unique interdisciplinary research and teaching strengths, exemplified by Mizzou Advantage, MU will, by 2018, enhance its academic stature as measured by publicly available metrics, including those of the Association of American Universities (AAU).

UMKC

By 2020 we will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student Success through a small-college experience as Kansas City’s community engaged urban research university while leveraging our strengths in the visual and performing arts, life and health sciences, and entrepreneurship.

Missouri S&T

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

UMSL

By 2018, UMSL will increase the annual number of degrees conferred by 20% through an enriched UMSL experience with enhanced relationships with students, employers, and community through more research and community engagement integrated into student learning to fulfill our metropolitan land-grant mission.

STRATEGIC INITIATIVES

UM SYSTEM PERFORMANCE

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**AREAS OF FOCUS**
- Leverage system resources to support campus strengths
- Foster collaboration and sharing of best practices among the system’s four institutions for effective and efficient resource use
- Advocate for the support of higher education and the University of Missouri

**PLAN METRICS**
- Manage financial resources through a central bank to generate $25 million in additional funding for internal financing and $3 million for strategic investments
- Develop and support systemwide shared services that result in highest quality service at lowest cost and reach an 85% customer satisfaction level

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**UMKC**

**AREAS OF FOCUS**
- Place student success at the center
- Lead health and life sciences
- Advance urban engagement in Kansas City
- Excel in the visual and performing arts
- Embrace and celebrate our diversity
- Promote research and economic development
- Increase sources of revenue

**PLAN METRICS**
- Raise first-year retention rates to 82%, raise six-year graduation rates to 95%, and achieve an 85% agreement by seniors that UMKC is student centered
- Increase the number of underrepresented students enrolled by 52%, increase student participation in ticketed events by 31%, and ensure that two out of five students enroll in at least one online or distance course
- Establish undergraduate entrepreneurship courses that support 500 student enrollments
- Lift total research expenditures to $50 million and increase the number of online graduate engineering and science programs offered
- Strengthen and increase community-university partnerships from 190 to 300 and increase the number of non-state expenditures specific to life and health sciences by 39.5%
- Expand number of distance and online enrollments by 38%
- Increase NSF grant expenditures per faculty as well as invention disclosures in relation to research and development expenditures
- Provide top return on investment to students and increase starting salaries for graduates from $60,000 to $65,000
- Increase number of online graduate engineering and science programs offered
- Maintain a 3rd or higher ranking based on the Academic Analytics Faculty Productivity Index among small public research universities

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**University of Missouri System**

**AREAS OF FOCUS**
- Strengthen interdisciplinary and hands-on learning for students
- Recruit, develop and retain AAU caliber faculty and staff
- Enhance campus infrastructure and resources
- Grow high-impact research and creative activity
- Foster collaboration and sharing of best practices among
- Enhance our reputation and raise visibility nationally and internationally
- Increase and facilitate meaningful access to and interaction
- Enhance campus infrastructure and resources
- Promote research and economic development
- Advance urban engagement in Kansas City
- Advocate for the support of higher education and the University of Missouri
- Increase sources of revenue

**PLANMETRICS**
- Enhance the university’s academic stature by increasing federal research support per faculty by 19% and the number of memberships in the National Academies from nine to 12
- Raise average number of national faculty honors per year from ten to 15, increase citations per tenure track faculty by 35%, and the number of postdoctoral researchers from 115 to 133
- Grow total enrollment to 34,800 while increasing first-year retention rate to 85%, six-year graduation rate to 71.5%, and lower average time to graduation to 4.1 years
- Expand interdisciplinary, global, and hands-on learning opportunities and participation by students
- Increase independent faculty-mentored research experiences for undergraduate students by 63%
- Strengthen and increase community-university partnerships from 190 to 300 and increase the number of non-state expenditures specific to life and health sciences by 39.5%
- Expand number of distance and online enrollments by 38%
- Increase NSF grant expenditures per faculty as well as invention disclosures in relation to research and development expenditures
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**UMSL**

**AREAS OF FOCUS**
- Increase and facilitate meaningful access to and interaction with renowned faculty, staff and services
- Develop and inspire creative thinkers and leaders for life-long success
- Enhance our reputation and raise visibility nationally and internationally
- Achieve sustainable growth to ensure the best return on investment
- Create new and more effective community partnerships
- Excel in the visual and performing arts
- Ensure a revenue model that allows for strategic investments
- Enhance academic excellence in all of our programs
- Recruit, develop and retain AAU caliber faculty and staff
- Embrace and celebrate our diversity
- Enhance the UMSL experience for all of our students
- Develop and inspire creative thinkers and leaders for life-long success

**PLANMETRICS**
- Increase independent faculty-mentored research experiences for undergraduate students by 63%
- Expand interdisciplinary, global, and hands-on learning opportunities and participation by students
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**strategicplan.missouri.edu**

**strategicplan.umkc.edu**

**strategicplan.umsl.edu**

**strategicplan.mst.edu**

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**strategicplan.umsystem.edu**

- Add value to campus academic, research and administrative operations at our four institutions through collaboration and reach a 90% customer satisfaction level
- Advocate the value of higher education and return to state in order to increase new state funding by 20% and secure $200 million for capital projects