UMKC's Strategic Plan

Cynthia Pemberton
Mel Tyler

UM System/UMKC Strategic Plan
2013-2018 Strategy Statement

By 2020, we will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student success through a small-college experience while leveraging our strengths in the visual & performing arts, life & health sciences, and entrepreneurship.

Projected Missouri Public High School Graduates

Projected Kansas Public High School Graduates

Source: 2012 data from the Western Interstate Commission for Higher Education
UMKC Enrollment Trends

<table>
<thead>
<tr>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,467</td>
<td>8,740</td>
<td>8,765</td>
<td>8,663</td>
<td>8,585</td>
<td>8,545</td>
</tr>
</tbody>
</table>

Student Retention Trends

<table>
<thead>
<tr>
<th>2008 Cohort</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>72.1%</td>
<td>72.1%</td>
<td>72.1%</td>
<td>72.1%</td>
<td>72.1%</td>
<td>72.1%</td>
</tr>
</tbody>
</table>

6-Year Graduation Rates

<table>
<thead>
<tr>
<th>Cohort Year</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTC</td>
<td>60.0%</td>
<td>65.0%</td>
<td>70.0%</td>
<td>75.0%</td>
<td>80.0%</td>
<td>85.0%</td>
</tr>
<tr>
<td>FTC (excl. Prof.)</td>
<td>60.0%</td>
<td>65.0%</td>
<td>70.0%</td>
<td>75.0%</td>
<td>80.0%</td>
<td>85.0%</td>
</tr>
<tr>
<td>Transfer</td>
<td>57.4%</td>
<td>57.0%</td>
<td>54.8%</td>
<td>57.6%</td>
<td>59.2%</td>
<td>61.7%</td>
</tr>
</tbody>
</table>

UMKC Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Fall 2011 Baseline</th>
<th>Fall 2014</th>
<th>By 2015</th>
<th>By 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>15,492</td>
<td>16,160</td>
<td>16,436</td>
<td>20,000</td>
</tr>
<tr>
<td>Retention</td>
<td>69.2% (FS11 cohort)</td>
<td>72.9% (FS13 cohort)</td>
<td>80%</td>
<td>85%</td>
</tr>
<tr>
<td>Graduation</td>
<td>43.1% (FS05 cohort)</td>
<td>50.9% (FS08 cohort)</td>
<td>50%</td>
<td>55%</td>
</tr>
</tbody>
</table>
### 2020 Enrollment Goals

<table>
<thead>
<tr>
<th></th>
<th>Fall 2013</th>
<th>Fall 2014</th>
<th>Fall 2015</th>
<th>Fall 2016</th>
<th>Fall 2017</th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing</td>
<td>9,125</td>
<td>9,308</td>
<td>9,181</td>
<td>9,494</td>
<td>9,684</td>
<td>10,126</td>
<td>10,779</td>
<td>11,648</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>5,592</td>
<td>5,771</td>
<td>5,544</td>
<td>6,171</td>
<td>6,488</td>
<td>7,088</td>
<td>7,653</td>
<td>8,387</td>
</tr>
<tr>
<td>Grad/Prof</td>
<td>3,533</td>
<td>3,537</td>
<td>3,637</td>
<td>3,323</td>
<td>3,196</td>
<td>3,038</td>
<td>3,126</td>
<td>3,262</td>
</tr>
<tr>
<td>New Students</td>
<td>6,621</td>
<td>6,753</td>
<td>6,979</td>
<td>6,854</td>
<td>7,139</td>
<td>7,097</td>
<td>7,136</td>
<td>7,232</td>
</tr>
<tr>
<td>Transfer</td>
<td>1,078</td>
<td>1,081</td>
<td>1,074</td>
<td>1,103</td>
<td>1,125</td>
<td>1,147</td>
<td>1,170</td>
<td>1,194</td>
</tr>
<tr>
<td>Transfer</td>
<td>1,371</td>
<td>1,398</td>
<td>1,246</td>
<td>1,426</td>
<td>1,455</td>
<td>1,491</td>
<td>1,532</td>
<td>1,578</td>
</tr>
<tr>
<td>Online</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Total</td>
<td>15,746</td>
<td>16,061</td>
<td>16,160</td>
<td>16,348</td>
<td>16,822</td>
<td>17,223</td>
<td>17,915</td>
<td>18,829</td>
</tr>
</tbody>
</table>

### Question
What is Goal 1 of our Strategic Plan?

### Strategic Plan Goals
- **Goal 1:** Place Student Success at the Center
- **Goal 2:** Lead in life and health sciences
- **Goal 3:** Advance urban engagement
- **Goal 4:** Excel in the visual and performing arts
- **Goal 5:** Embrace diversity
- **Goal 6:** Promote research and economic development
- **Goal 7:** Increase sources of revenue

Goal 1: Place Student Success at the Center

**Academic Programming**
- Cindy Pemberton, Co-Chair
- Klassie Alcine
- Ghulam Chaudhry
- Steve Dilks
- Jane Greer
- Tamera Murdock
- Dick Murphy
- Jerry Place
- Jim Sheppard
- Tom Stroik
- Peggy Ward-Smith

**Student Engagement and Success**
- Mel Tyler, Co-Chair
- Amie Abels
- Larry Bunce
- Eric Gros pijch
- Glen Jacobs
- Bridgett Johnson
- Eve McGee
- Ginny Miller
- Lynda Plamann
- Tom Sandrezki
- Kami Thomas
- Susan Wilson

---

**Data Reviewed**

- Time to Get it Right
- Time to Get it Right – One Year Later
- Blue Ribbon Task Force
- UMKC First Year Experience Report
- Student Satisfaction Inventory
- National Survey on Student Engagement
- UMKC Retention Committee Report

---

**Goal 1: Place Student Success at the Center**

To provide the optimal learning experience for all students: outstanding academic programs, seamless student support, a vibrant campus community, and engaging locally, regionally, and globally.

- Provide excellent academic programs that challenge all students to achieve at a high level.
- Provide "high impact" educational experiences associated with student engagement and retention.
- Provide academic experiences that empower all students to contribute to a dynamic and complex world characterized by significant demographic and technological change.
- Create a service model that allows a one-stop approach to meeting student needs (real and virtual).
- Develop proactive systems and programs to support student success.

---

**Campus Conversations**

Chancellors Leadership Series guest speakers:
- Dr. John Gardner, executive director for the Policy Center on the First Year of College
- Tom Culver, Real-Levitz retention planning consultant
- Dr. Fred Bonner, Associate Professor of Higher Education Administration at Texas A&M University
- Dr. Steve Robbins, Vice President of Research for ACT
- Dr. Wes Hobley, Principal Associate for ACT
- Dr. Sandra McGuire, Assistant Vice Chancellor for Learning and Teaching at Louisiana State University
- Dr. Steve Murdock, former Director of the US Census Bureau
- Dr. Gail Hackett, then-President
- Kati Haycock, founder and president of The Education Trust
- Dr. Bob Brintinger, former Assistant Provost at Oregon State University, and Dr. Bruce Clemetsen, Vice President of Student Services at Linn-Benton Community College
- Metropolitan Community College Leadership Panel:
  - Dr. Tammie Stanley, Vice Chancellor Student Development & Enrollment Management
  - Dr. Bernard Franklin, President of Pace Valley
  - Dr. Monica Salazar, President of Maple Woods
  - Dr. Fred Ganges, President of Longlane
  - Ms. Gary Sage, President of Business & Technology
  - Dr. Zen Arvyn, Interim President of Blue River
Retained Retreat Presentations:
- Life Coach in the School of Education
- Strengths-Based Approach to Student Retention in the School of Nursing
- Retention Efforts (mentoring, learning communities, advising) in the School of Medicine
- Supporting and Retaining Students of Color in an Undergraduate Teacher Preparation Program

Strategic Plan Initiatives
- Student Success Center
- Advising
- UMKC Central
- Supplemental Instruction
- University College
- Transfer Students
- Honors College
- Early Alert
- Undergrad. Research

Other initiatives
- UMKC Core
- UMKC Connect
- Major Maps
- Math Course redesign
- RooWriter Assessment
- Career Development
- Coaching Program
- Summer Bridge
- Access 2 Success
- UMKC Advantage Grant
- 15 to Finish

Student Success Center
- Opened Fall 2012: the mission of the Student Success Center is to provide high-quality, integrated, and responsive services that promote students’ academic and personal success in support of our retention and graduation goals and to meet the diverse needs of our students now and in the future.
- Offices include: UMKC Central, Academic Support and Mentoring, University College, Writing Studio, Welcome Center, Career Services, SEARCH, MindBody Connection, International Student Affairs, International Academic Programs, and School of Medicine Advising for Students in Years 1 and 2.
UMKC Central

- Students rated overall satisfaction with UMKC Central as 4.93 on a 5-point scale.
- Write-in comments included:
  - I was very pleased with this service, the “one-stop” center is a great idea
  - They should have done this years ago
  - Great system, Great people, Great service.
  - Everyone at UMKC Central was great and really helpful. Can’t wait to come back with another issue! I was very pleased.

Honors College

- Develop an honors college which allows students who enter UMKC with advanced educational competencies to experience appropriate academic challenges that may include more focused and challenging courses and/or the opportunity to fast track into graduate/professional programs
- Have hired a new dean (James McKusick) and developed curriculum aligned with new UMKC Core.

Undergraduate Research

- Conducting research as an undergraduate with a faculty mentor is a key “high-impact” learning experience.
- Expand directed undergraduate research to include experiences earlier in academic programs at the freshman and sophomore levels

Advising Task Force

- Advising is one of the most important structured activities for students to interact with faculty and staff
- Task Force reviewed student survey data and conducted inventory of best practices, including the current Advisors Forum
- Recommendations include:
  - Create uniformity in advising across the Units
  - Develop comprehensive advisor training program
  - Implement electronic advising notes system
  - Staffing realignment and assessment program
Supplemental Instruction (SI)

- SI model was developed at UMKC in 1973 and is grounded in cognitive science research:
  - Learning is a continuous and active process
  - New knowledge must be tied to existing knowledge
  - Students should utilize several styles and strategies to increase their level of learning
- SI helps students fully engage in and understand how they learn so they can successfully master course content.
- Students who regularly attend SI earn a half to a full letter grade better than students who do not attend SI.

Transfer Students

- New transfers are our largest on-campus undergraduate student population.
- Task Force reviewed issues and concerns related to seamless processes in transfer student recruitment, retention, and degree completion.
- Recommendations include:
  - Establish an advisory committee for transfer student issues
  - Develop or identify a survey for transfer students
  - Hire a transfer coordinator to work on policy issues and strengthen relationships with Community Colleges (Autumn Ayers)
  - Admissions has two recruiters who are responsible for directly engaging in recruitment activities with students and counsellors (Jacob Smallegan and open position)

Early Alert System

- Piloted Fall 2009, UFirst was designed to assist with students’ academic and social transition to college and to connect them with the support services they may need to be academically successful.
- In Fall 2011, UFirst became a BlackBoard module to provide better access for faculty.
- Currently, Early Alert is a function in UMKC Connect.

Career Development

- UMKC’s Comprehensive Career Development Experience will give all undergraduate students the foundation they need to learn about themselves, what major and career would be a good fit, and what they need to do in order to succeed in a chosen career.
- Includes career assessments, advisor training, academic courses, internship stipend program, and graduate placement reporting.
  - Last year, 8 students received Internship stipends
  - 347 students have completed 901 assessments using Journey
The Coaching Program provides an environment of accountability to help students be successful.

- Serves incoming freshmen on trial admission through Peer Mentoring & engaging programming
  - Peer Coaches meet with students weekly to help them transition to UMKC
  - The Peer Coaches help them develop time management, study skills, & adapt to their new social setting
- Serves current students who are on contract with the Financial Aid Office for not meeting Satisfactory Academic Progress by matching them one-on-one with a Coach
- Serves any student who needs development in the areas of time management, money management, study skills, or learning strategies

ASM received a two grants to develop program:
- Greater Kansas City Community Foundation’s Patricia and John Morgan Academic Advancement Fund for the Circle of Excellence Initiative ($100,000)
- Campus Retention Initiative (CRI) grant from the UM System ($40,000)

Piloted Summer 2014: welcomed 17 students to an 8-week residential college experience that included enrollment in English and intermediate Mathematics.

- 16 of the participants successfully matriculated to UMKC this fall (the student who did not enroll still plans to attend UMKC in a future term).
- 14 Scholars returned for Spring 2015.
- Support and mentoring of these students is ongoing.

National initiative to increase the access and success rates of low income students and underrepresented minority students. Overall goal is to halve the gaps in these rates.

- The data indicate several key success indicators. Students are more likely to be retained if they:
  - enroll in at least 12 hours per semester and 24 hours per year
  - successfully complete at least 80% of their hours
  - enroll in and successfully complete a college-level math and a college-level English course during their first year

Need-Based aid program implemented Fall 2011.

- Integral part of UMKC’s A2S Plan to increase access and success of our low-income undergraduate students.
- Designed to cover the gap between an eligible student’s gift aid and cost of tuition.
- Since implementation, UMKC has awarded 443 students a total of $744,714 in grant-aid.
**15 to Finish**

- Implement campaign encouraging students to enroll in 15 credit hours each Fall and Spring semester so they can finish their degree in four years—saving time and money.

**Student Myths...**

**Myth 1:** UMKC students are not “good” students or not as good as students at other urban institutions.

**Reality:** Incoming UMKC freshmen have high school performance and standardized test profiles similar to peer institutions.

**UMKC Peer Comparison**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Top 10%</th>
<th>HS GPA</th>
<th>ACT 25th-75th</th>
<th>Acceptance Rate</th>
<th>Persistence Rate</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>UMKC</td>
<td>26%</td>
<td>3.3</td>
<td>21-27</td>
<td>65%</td>
<td>73%</td>
<td>51%</td>
</tr>
<tr>
<td>SUNY at Buffalo</td>
<td>28%</td>
<td>3.2</td>
<td>23-28</td>
<td>57%</td>
<td>88%</td>
<td>72%</td>
</tr>
<tr>
<td>Temple</td>
<td>20%</td>
<td>3.4</td>
<td>21-27</td>
<td>64%</td>
<td>88%</td>
<td>66%</td>
</tr>
<tr>
<td>Illinois - Chicago</td>
<td>24%</td>
<td>3.3</td>
<td>22-28</td>
<td>71%</td>
<td>89%</td>
<td>57%</td>
</tr>
<tr>
<td>DePaul</td>
<td>22%</td>
<td>3.4</td>
<td>22-28</td>
<td>73%</td>
<td>85%</td>
<td>64%</td>
</tr>
<tr>
<td>George Mason</td>
<td>20%</td>
<td>3.7</td>
<td>23-28</td>
<td>62%</td>
<td>87%</td>
<td>67%</td>
</tr>
<tr>
<td>IUP</td>
<td>30%</td>
<td>3.6</td>
<td>22-28</td>
<td>87%</td>
<td>89%</td>
<td>53%</td>
</tr>
<tr>
<td>Louisville</td>
<td>20%</td>
<td>3.6</td>
<td>23-28</td>
<td>71%</td>
<td>79%</td>
<td>93%</td>
</tr>
<tr>
<td>USF</td>
<td>36%</td>
<td>3.0</td>
<td>23-28</td>
<td>45%</td>
<td>89%</td>
<td>63%</td>
</tr>
<tr>
<td>VCU</td>
<td>20%</td>
<td>3.6</td>
<td>21-27</td>
<td>64%</td>
<td>86%</td>
<td>57%</td>
</tr>
</tbody>
</table>

**Student Myths...**

**Myth 2:** UMKC freshmen are working too many hours.

**Reality:** UMKC freshmen do NOT work significantly more than the national average for freshmen in urban institutions.
UMKC Freshmen Who Work Off-Campus
>10 hours, Compared to Urban Universities

Source: National Survey of Student Engagement (NSSE).

Student Myths...

Myth 3: UMKC freshmen do not perform well academically; most non-persistors receive academic disqualification.

Reality: Half of the freshmen who leave UMKC leave in good standing.

50% leave with an overall GPA of 2.0 or above. 23% leave with an overall GPA of 3.0 or above.