UMKC / STRATEGIC PLAN: Urban Mission

Urban Mission Statement:
The urban mission of UMKC is to engage the Greater Kansas City community in partnerships that foster opportunity, innovation, and sustainable development.

UMKC makes a difference in the community by
- Increasing Access
- Interdisciplinary Research
- Engaging Locally
- Engaging Globally
- Future Growth of UMKC

Through these actions UMKC will create
- Stronger Communities
- The Education Pipeline
- Urban Health

I. GOAL: Increasing Access

a. ACTION: Departments across units in the university develop partnerships with schools in the Kansas City Missouri School District. These partnerships may be facilitated through programs such as the 1 in 100,000 or GEOPATHS, an initiative in Geosciences, and through direct neighborhood assistance projects such as those provided by the Architecture, Urban Planning + Design Department.
OUTCOME: measured by increasing numbers of successful graduates of KCMSD matriculating and graduating from UMKC.

b. ACTION: Strengthen support of the Institute for Urban Education.
OUTCOME: measured by the number of IUE graduates teaching in the three partner school districts.

c. ACTION: Develop more and strengthen articulation agreements with community colleges including MCC, KCK and JCCC.
OUTCOME: measured by the number of students transferring and graduating from UMKC.

d. ACTION: Invest in technology, training and facilities to facilitate use of new communication technologies for academic, community engagement and creative purposes.
OUTCOME: measured by increased use of new technologies by students, faculty and staff, and increased use of UMKC as a resource by non-profit groups, businesses and public agencies.
e. **ACTION:** Use Web 2.0 technology to bring the university to the community and the community to the university through podcasts, online courses, blogs, and increased civic engagement opportunities.  
**OUTCOME:** measured by increased online references to UMKC.

f. **ACTION:** Support the Criminal Justice Department’s work with the Second Chance project and develop a career training program with area community colleges focused on reintegration of offenders.  
**OUTCOME:** measured by reduced recidivism rates and successful completion of certificate programs, associates degrees and bachelor’s degrees.

g. **ACTION:** Commit more resources to SEARCH program supporting undergraduate research and entrepreneurship around the three mission areas of life sciences, creative arts and urban.  
**OUTCOME:** measured by increased number of highly qualified students coming to UMKC, increased graduates of UMKC going on to graduate and professional schools, and increased recognition of how student research at UMKC contributes to a better city.

h. **ACTION:** Work with the Full Employment Council and all area community colleges to prepare students for “Green Jobs” by encouraging existing programs, research centers and departments to expand degree offerings, certificate programs, retraining initiatives and community outreach in these areas.  
**OUTCOME:** measured by number of UMKC grads with “green” certification or working in green sector jobs.

i. **ACTION:** Increase scholarships for transfer students.  
**OUTCOME:** measured by a reduced debt burden for UMKC graduates and increased number of better qualified transfer students.

j. **ACTION:** Increase day care availability for students through university action and through community partnerships.  
**OUTCOME:** measured by higher rates of graduation for students who are parents.

k. **ACTION:** Use UMKC’s presence as a major local health provider to connect the community to other UMKC programs and services including retraining, certification programs and adult education.  
**OUTCOME:** measured by survey of students inquiring how they found out about the spectrum of UMKC programs.
II. **Goal: Interdisciplinary research**

a. **ACTION:** The Office of Research should devote a staff person with successful grant experience entirely to the urban mission by working with faculty to develop research partnerships across units and schools.
   **OUTCOME:** measured by increased external grant funding for urban mission projects, increased numbers of cross-discipline grants with co-principal investigators and increased funding for community partnerships.

b. **ACTION:** Develop incentive structures to encourage joint faculty endeavors across units.
   **OUTCOME:** measured by more interdisciplinary research projects and courses.

c. **ACTION:** Assess and implement the recommendations of the Commission on Black Studies.
   **OUTCOME:** measured by new faculty hires, and increased numbers of Black Studies majors and minors.

d. **ACTION:** Investigate the development of Latino/Hispanic Studies at UMKC.
   **OUTCOME:** measured by the development of a plan to increase UMKC offerings in this area.

e. **ACTION:** Create an academic structure to support Black Studies, Latino/Hispanic Studies, Urban Studies, and other related interdisciplinary programs. Directors, support staff, and core faculty all housed in an appropriate facility.
   **OUTCOME:** measured by increased majors, more efficient use of resources.

f. **ACTION:** Enact 2 for 1 hiring encouraging new faculty hires in many units (see example) that support the urban mission including hires that support Black Studies, Urban Studies, Environmental Studies, and other interdisciplinary programs.
   **OUTCOME:** measured by increased numbers of faculty working on urban-related research, service and teaching.

g. **ACTION:** Reorganize administrative support along areas of UMKC’s mission: life sciences, creative arts, and urban engagement.
   **OUTCOME:** measured by better communication and support for UMKC’s mission internally and externally.

h. **ACTION:** Develop and staff a technologically advanced urban research and teaching lab to support interdisciplinary projects and teaching.
   **OUTCOME:** measured by more external research grants, higher enrollments in urban technology classes, new course development, and community engagement through new media and technology.
i. **ACTION:** Develop a public health program across units of the university on both campuses taking advantage of community engaged programs in psychology, urban planning, environmental studies, geosciences, life sciences, health sciences, public administration, criminal justice, social work, business, law, and the institute for human development.

**OUTCOME:** measured by new program in public health.

### III. Goal: Engaging Locally

a. **ACTION:** Support faculty research, teaching and service work in the community by connecting faculty to community organizations, city and regional agencies and local foundations.

**OUTCOME:** increased number of service learning projects as part of course work. Increased number of published research using Kansas City cases as well as increased number of creative projects in community.

b. **ACTION:** Enhanced support for internships and service learning projects through a one stop office for students also connecting with job placement.

**OUTCOME:** measured by increased number of hours spent by UMKC students and faculty on service learning projects and internships.

c. **ACTION:** Increased support for placement and participation by UMKC faculty and administration in meaningful roles on boards of directors of community organizations, businesses, and civic councils.

**OUTCOME:** measured by increased counts of UMKC connections on these boards, and by increased community awareness of UMKC’s research, programs and activities.

d. **ACTION:** Investigate and develop incentives to encourage UMKC faculty and staff to live in the urban neighborhoods surrounding our two campuses.

**OUTCOME:** measured by increased numbers of faculty and staff living in the neighborhoods and by reduced number of vehicle miles travelled by UMKC faculty and staff.

e. **ACTION:** Work with local foundations and civic groups to fund UMKC applied research partnerships that will further community development and capacity building.

**OUTCOMES:** measured by increased foundation funding for UMKC research projects, increased teaching using local cases, and increased development of solutions for local priorities.

f. **ACTION:** Increased communication and recognition of UMKC partnerships promoting units, faculty, students and staff as well as community members and organizations who work hard to make engagement happen.

**OUTCOME:** measured by news stories on successful partnerships and awards won.
g. **ACTION:** Develop facilities in the community when appropriate that facilitate community partnerships, access, creative production, performance and display; and programming.  
**OUTCOME:** measured by new facilities that house accessible UMKC programs.

h. **ACTION:** Use Web 2.0 technology to facilitate communication, teaching, service, and programming in the community.  
**OUTCOME:** an engaged community.

i. **ACTION:** Better use of UMKC’s cable channel to further the creative and urban missions.  
**OUTCOME:** measured by better community understanding of UMKC programs.

j. **ACTION:** Connect students to the local community through the use of work study to staff community partnerships.  
**OUTCOME:** measured by the increased hours spent in community projects that are funded by work study and increased capacity in the community to follow through on implementation of development projects.

k. **ACTION:** Connect UMKC grads to national service opportunities to work off their loan debt through AmeriCorps and other national service organizations working in Kansas City and the region.  
**OUTCOMES:** measured by increased number of grants from the Corporation for National Service to UMKC and increased numbers of grads going into national service opportunities and reduced debt load for grads providing service.

l. **ACTION:** Engage the MU Extension Office.  
**OUTCOMES:** more community partnerships

### IV. Goal: Engaging globally

a. **ACTION:** Use Web 2.0 technology to promote UMKC globally.  
**OUTCOME:** measured by more international students matriculating and graduating from UMKC and staying in Kansas City region.

b. **ACTION:** Develop exchange programs for faculty, staff and students across units with other urban universities globally.  
**OUTCOME:** measured by increased student enthusiasm for foreign language requirement, increased student participation with international studies, and increased urban partnerships across the globe.

c. **ACTION:** Support faculty research and travel on comparative urban studies putting Kansas City problems into global context.  
**OUTCOME:** measured by increased amount of global recognition of UMKC and Kansas City.
V. Goal: Future Growth of UMKC

a. **ACTION:** Identify regional needs for education and training based on existing concentrations of industry and specialty occupations in the region.  
**OUTCOME:** measured by new degree programs and increased enrollments in existing programs in areas where firms usually hire from outside of the region.

b. **ACTION:** Develop graduate degree programs in Urban Planning + Design, Historic Preservation, Studio Art, Multimedia and Film, Museum Studies, Public Health and Environmental Sustainability.  
**OUTCOME:** measured by development and approval of new program by UM system.

c. **ACTION:** Investigate the option of developing new schools such as a College of Design and a College of Urban Affairs to meet the needs of the region and to fulfill the urban mission.  
**OUTCOME:** measured by a report assessing the advantage of starting a new school given the cost of such development.

d. **ACTION:** Put more city into the university by making the UMKC campuses connected and integrated to their surrounding neighborhoods through higher density, mixed use development and better pedestrian way finding.  
**OUTCOME:** measured by the increased activity and residential population on and near campus (2 mile radius).

e. **ACTION:** Put more university into the city by developing more satellite centers technologically connected to our two campuses.  
**OUTCOME:** measured by the increased connectivity between the main campus and the region through increased course offerings at satellite centers.

f. **ACTION:** Work to better integrate UMKC into planning for transportation alternatives including mass transit, walking and bicycles. UMKC facility staff must become advocates for public transportation alternatives.

g. **ACTION:** Create a bus pass for all faculty, staff and students through a partnership with the KC ATA to increase bus ridership.  
**OUTCOME:** measured by the increased number of ridership on lines that stop near campus, decrease number of parking passes purchased, and redevelopment of surface parking lots for other uses.

h. **ACTION:** Work with Rockhurst, the City of KCMO, KC ATA and the 49/63 neighborhood to improve Troost Avenue as a neighborhood-university commercial corridor between 63rd and 47th Streets.