

MU's Strategic Operation Plan (MUSOP):
Providing Focus to "One Mizzou"

October 15, 2013

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Executive Summary:

MU's Strategic Operating Plan (MUSOP): Providing Focus to "One Mizzou"

Our Mission

Our distinct mission, as Missouri's only state-supported member of the Association of American Universities, is to provide all Missourians the benefits of a world-class research university. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which our tightly interlocked missions of teaching, research, service and economic development work together on behalf of all citizens. Students work side by side with some of the world's best faculty to advance the arts and humanities, the sciences, and the professions. Scholarship and teaching are daily driven by a sense of public service — the obligation to produce and disseminate knowledge that will improve the quality of life in the state, the nation and the world.

MU will push across the frontiers of knowledge to strengthen, in service to the public, unique interdisciplinary programs of teaching, research, outreach, and economic development. While assuring comprehensiveness, MU will build on particular strengths in the array of teaching, research, and outreach programs unique to Missouri's land-grant AAU public research university. MU will become an exemplar of a university that prepares citizens for leadership in a diverse, global, and technology-driven environment. MU's goal is to be "best-in-class" at preparing our students to solve the global problems of the future. We will provide a comprehensive education, utilizing the unique array of schools and colleges, and our interdisciplinary environment, exemplified by Mizzou Advantage, to create the "Mizzou Experience."

Strategic Plan

Published in 2011, MU's Strategic Plan "One Mizzou: 2020 Vision for Excellence" is a comprehensive plan describing how MU will continue to meet its education, research, outreach and economic development missions. The "One Mizzou" strategic plan, based on more than three years of discussion by faculty, staff, students and administrators, focuses on three interlocking goals:

- Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world.
- Build the Mizzou Advantage, a set of focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU.
- Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development.

The plan safeguards Missourians' almost 175-year-old, multi-billion dollar investments in their public research and land-grant University. It builds on that investment by launching an ambitious new strategy, the Mizzou Advantage, four-targeted initiatives that will bring increased international recognition and new resources to the university through unique interdisciplinary programs of teaching, research and outreach. Each of the initiatives will build on programs and faculty that have already achieved international distinction. The "One Mizzou" plan requires that MU will have outstanding faculty and staff, infrastructure and financial resources necessary to make it happen.

The three goals reinforce one another. The core academic teaching and research programs of Missouri's public flagship university constitute the irreplaceable base on which to build focused new programs of distinction. Because of their multidisciplinary nature, the four initiatives offer all MU departments and programs the opportunity to participate in their intellectual excitement, that will attract quality students, faculty, and new revenues. In an era of flat or declining taxpayer support, those new revenues will be essential to sustaining high-quality faculty, staff and infrastructure.

This document, MU's Strategic Operating Plan [MUSOP] is the result of the strategic planning exercise undertaken with UM system leadership in 2012-2013. It identifies our top priorities and investments within our comprehensive plan: "One Mizzou," those on which our success most depend. This document doesn't replace the well-thought out and vetted "One Mizzou: 2020 Vision for Excellence" plan, rather it targets specific investments necessary to operationalize "One Mizzou" and provides specific focus for the next five years. The four themes of the MUSOP tie directly back to the three major goals of "One Mizzou."

Human Capital

Our mission, our strategic plan and the MUSOP, cannot be implemented or realized without investing in human capital. We know that a critical asset of our University is an engaged faculty. Having a meaningful research agenda that adds value for our state, the country and world requires that we bring talented, cutting-edge faculty to Mizzou and that we retain our most productive faculty. We plan to do this in three ways:

- Targeted hires of the most productive nationally recognized faculty that will attract cluster hires of cognate faculty. This will increase research productivity and improve those metrics that enhance our stature among research universities. Our students will directly benefit through the creation of unique research and teaching opportunities.
- Provide competitive starting salaries, and increase salaries to our most productive faculty – in all areas of endeavor. We must retain our best faculty. Nothing less is acceptable if we are to provide our students a quality learning experience, preparing them as engaged citizens and leaders in the diverse, global, technologically-driven environment.
- Attract the best and brightest students. We are in a highly competitive environment. To attract and retain the best and the brightest students from all socioeconomic

backgrounds, we must provide attractive scholarships and other financial aid, as well as highly respected academic programs

Infrastructure

Infrastructure includes not only buildings, labs, equipment, information technology, library, core scientific facilities, but also, other support for students, faculty, staff and other stakeholders. Significant investments are necessary. The environment in which faculty, staff, and students function has a dramatic impact on their ability to perform. MU's facilities have suffered from a lack of state investment for several years. MU makes every available dollar count through the Mizzou Stewardship Model plan for facilities investment. Campus Master planning has positioned us to achieve the greatest positive impact for the campus at the least long-term cost. Investments into the Mizzou Stewardship Model will be key to provide the learning and research environment necessary to meet our goals. Information technology and library infrastructure are also vital to long-term success and will require ongoing investment. Through system-wide collaborative processes, we have and will continue to pursue, the most cost-effective answers to these demands; however, it is clear that there is only so much that efficiency can accomplish; and that additional investments will be required.

Our plan calls for significant one-time as well as ongoing investment in the infrastructure which supports our areas of strength. MU is on the cusp of a major fundraising campaign. The themes of that campaign will mirror our "One Mizzou" Strategic Plan and this MUSOP. Those themes of that campaign will be people (faculty, staff and students), places (facilities and infrastructure), and programs (e.g., Mizzou Advantage).

Metrics

We will use metrics identified in this plan to continually assess progress toward achieving the desired outcomes. Several metrics related to high impact in research and scholarship will enhance our standing among the top research universities and, hence, the AAU. Change within this highly selective group will never be fast for any university; our target for all criteria is to improve year over year. Enhancing the academic stature of MU will insure the sustainability the highly successful research institution that is of unique value to our state, providing discoveries that lead to the improvement of the lives and health not only for Missouri citizens, but also the nation and the world. Our AAU membership is one metric by which we measure our progress toward that goal.

Implementation

We are committed and enthusiastic about these plans for the coming five years, and the anticipated support of the UM system to partner with us in achieving our goals and objectives. Within this MUSOP we identify four themes, supporting levers, and actions that are designed to ensure the appropriate allocation of financial and human resources to implement our strategy. We have identified total recurring financial needs in excess of \$192M and one-time costs in excess of \$108M to progress toward our five year goals. Each year we will reassess our progress and adjust our investments. Those funds will come from the following sources:

- Reallocation: Investments in the key areas identified in this operating plan will start with campus priorities and be carried out throughout colleges and operating units across the campus. Beginning 2015, we will reduce the base general funds in all areas by 2% a year. That figure will be evaluated annually and likely be differentially assessed in the following years. This will provide central funding to drive our priorities. Operating units will have additional reallocation demands as they are called on to provide salary increases to retain high quality faculty and staff. We anticipate that will require an additional internal reallocation—or revenue growth—in each unit of approximately 2% per year.
- Revenue Growth: We will manage and moderately increase our enrollment to insure strategic growth and, hence, net revenues. We will also increase our net revenues from on line programming.
- We will not invest in low demand (non-strategic) programming or hiring.
- We will not follow the budget model that has been used for years-- in short, no more historical, incremental budgeting.

The Chancellor, Provost, Deans, Chairs, Strategic Planning and Resource Allocation Council, Faculty Council, Mizzou Advantage Facilitators and, indeed, all the faculty, staff and students will be expected to work together to implement “One Mizzou” and the MUSOP.

2014 will mark the 175th anniversary of this great University. We owe nothing less to our citizens and all those who have contributed to the success of MU over that illustrious 175 year history than to make the tough decisions necessary to insure we accomplish our research and engagement mission and provide a unique resource to all our constituents, but equally important that we continue to provide that one-of-a-kind experience for our students that makes MIZZOU a special place.

Chancellor's Letter:

MU is Missouri's research intensive, land-grant, Flagship University: the state's crown jewel. During my tenure here, we have been committed to focusing even more resources on priorities that maximize our opportunities for success in this complex and rapidly changing educational environment. We have done this with our shared values: Respect, Responsibility, Discovery and Excellence always guiding us. The 2013 MUSOP provides even more focus for the next five years, built on the foundation of "One Mizzou". It includes our themes, levers, and actions, in addition to the snapshot of our financial projections that support our Strategy Statement.

Our Strategy Statement is as follows:

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).

We expect to experience significant challenges including global change, a difficult state funding environment, and a decline of available federal research dollars. In the face of these challenging forces, we will be creative, innovative and ever persistent in pursuing funds to further our research, educational and outreach endeavors. An additional emerging trend we will include in our planning is the changing student demographics on the local, state, national and international level. Finally, we see evolving modes of instruction as a significant factor so we must provide support for our faculty to utilize the most effective means for students to increase knowledge acquisition, while expanding their skills of knowledge comprehension, critical thinking skills, and success in the marketplace upon graduation.

Our innovative tactics will draw on Mizzou Advantage and its continuing implementation. That will enable us to recruit faculty in strategic areas, increase the size and quality of tenure-track and non-tenure-track faculty and enhance our interdisciplinary curriculum for traditional and non-traditional students. We will continue to implement aggressive enrollment management analyses for domestic and international students, and take assertive measures to enhance student success, and achievement. We will strengthen our revenue generation while maintaining our commitment to integrity in all we do. Briefly stated, we will generate more intellectual property, seek out research opportunities, enable greater economic development and create new sound corporate and university partnerships. Finally, we will strengthen student learning through our successful experiential-based curriculum.

MU will initiate several new approaches in market driven programming while reducing resource allocation in several areas. We will enhance the academic and administrative processes through best practices and quality improvement. A priority will be reallocating our budget to

strength-based faculty hiring, targeted to increase research funding and expenditures. This will be coupled with improving compensation to highly productive faculty. Student retention and graduation are important priorities. New support mechanisms for students will improve our retention rate, our four-year graduation rate, our six-year graduation rate, our average time to graduation, and our predicted versus actual rate. We are committed to significant improvement in all these metrics.

Over the next five years, we will not rely on historical and incremental budgeting. Beginning in 2014, we will expect our deans and senior leadership to budget over a multi-year process, versus a 12-month view. MU will continue to reduce administrative process duplication. This will aid us in having additional General Operating resources to allocate to campus strategic priorities. Finally, we will not enhance low-demand academic areas, but rather will focus on matching strategic research, enrollment/instructional and curriculum demands with new faculty allocations, and seek out the nation's most highly productive faculty to join us at MU.

Throughout this process, our goal is to be best-in-class at providing our students the "Mizzou Experience." We will accomplish that through daily improvement and effective management, providing a one of a kind education for our students, utilizing our unique combination of schools and colleges. The result is a problem-solving, research-based, interdisciplinary learning environment.

The MUSOP sets in motion opportunities for a sea change in processes and decision-making for the MU campus. We are enthusiastic and expect to see an even stronger MU in five years.

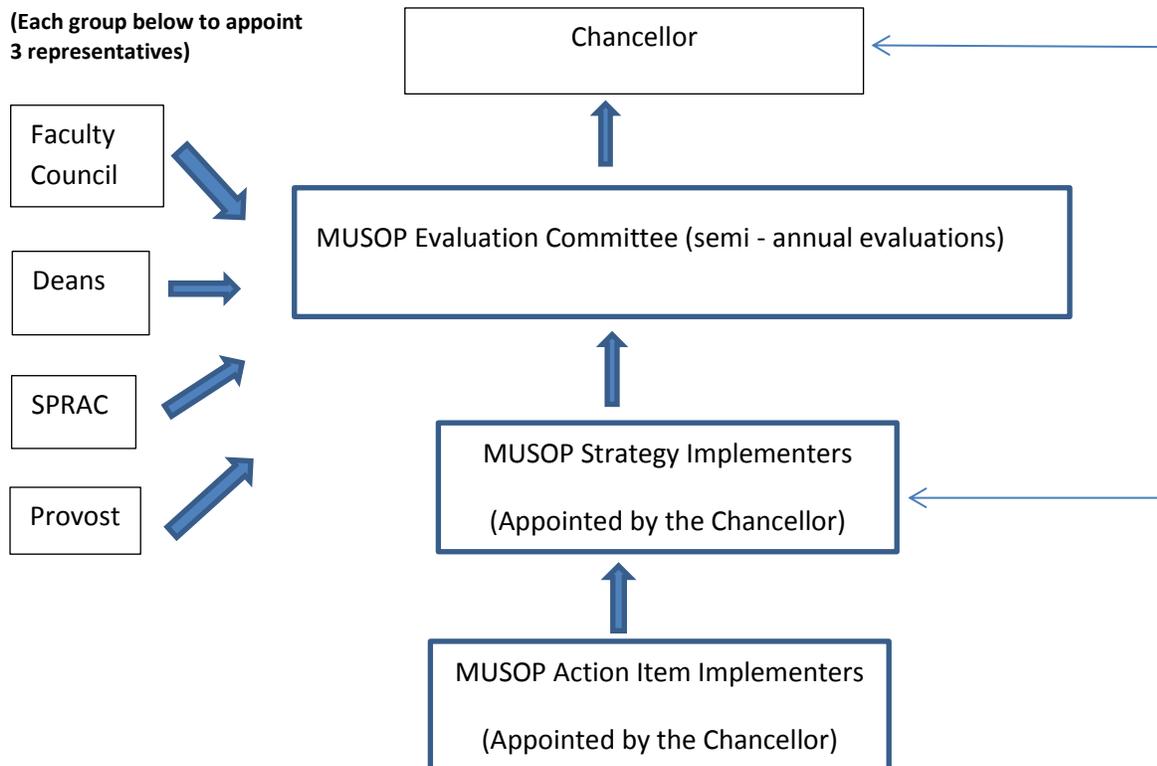
Sincerely,

Brady J. Deaton, Ph.D.
Chancellor, University of Missouri-Columbia

Governance and Leadership of the MU Strategic Operating Plan (MUSOP)

We intend to evaluate the MUSOP semi-annually, each spring and fall beginning 2014. The Evaluation Committee will consist of representatives from the deans, the Strategic Planning and Resources Advisory Committee (SPRAC), the Faculty Council, and senior campus leadership under the direction and supervision of the Chancellor. Specific “Strategy Implementers” designated by the Chancellor will be assigned to oversee the execution of the plan, and report to the Evaluation Committee. Additional “Action Item Implementers” will be assigned to monitor specific actions and report to the Evaluation Committee and the Strategy Implementers. A semi-annual report will be made to the campus that tracks the MUSOP progress. Quarterly reports may also be appropriate for some metrics.

The organizational structure is outlined below.



Strategy Statement:

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).

<p><i>“mission...to discover and disseminate knowledge...”</i></p>	<p>Designated as a land-grant university, under the Morrill Act of 1862, the University of Missouri has a distinct mission to serve the entire state of Missouri by sharing its knowledge with the public.</p>
<p><i>“Building on its unique interdisciplinary research and teaching strengths, exemplified by Mizzou Advantage....”</i></p>	<p>MU is a one-of-a-kind education. We are one of only five universities nationwide that provides the rich diversity of schools and colleges and a research reactor, all on one campus. Known for our collaborative and interdisciplinary research and teaching, MU has chosen to strengthen what we do best. Today’s problems cannot be solved by single disciplines. That is why cross-disciplinary solutions are necessary to address world problems such as hunger, obesity, disease, environmentally sustainable energy, human conflict and communications. Those strengths are exemplified by four areas chosen by teams of faculty as areas of strength called the Mizzou Advantage.” Our progress will be measured in part by:</p> <ul style="list-style-type: none"> • Increase in cross-listed courses • Increase in global engagement by students • Increase in research engagement by students
<p><i>“...enhance its academic stature....”</i></p>	<p>The Carnegie Foundation recognizes only 73 of the 297 doctoral/research universities as “Research University (Very High Research Activity) and only 34 of those are selected for membership in the AAU due to their teaching, research, scholarship, and comprehensiveness. MU is, therefore, among the top 11% of research universities, reflecting its already high academic stature. Our goal is to improve on that stature, and therefore the quality of education. A few of the metrics that measure our success include:</p> <ul style="list-style-type: none"> • Students: Retention and graduation rates • Faculty: Publications (books and journals), citations, awards, external research support, impact • Academic Programs: Peer rankings, market responsiveness • Increase in number and size of collaborative grant proposals and awards

Themes and Levers/Categories of Actions:

1. *Strengthen interdisciplinary and experiential learning for Mizzou's undergraduate, graduate, and professional students*

- 1.1 Grow undergraduate and graduate collaborative and interdisciplinary research and creative activity with faculty.
- 1.2 Implement innovative curricula that feature MU's interdisciplinary approach to problem-solving.
- 1.3 Recruit and retain the best traditional, non-traditional and distance students
- 1.4 Expand opportunities for experiential learning

2. Recruit, develop, and retain faculty and staff in order to promote MU's strategic goals

- 2.1 Recruit additional high-impact faculty and staff to enhance MU's academic stature and to improve MU's competitive advantage.
- 2.2 Encourage and reward effective interdisciplinary work by faculty and staff.
- 2.3 Ensure that MU is able to recruit and retain the best faculty, staff, postdoctoral fellows and graduate students.
- 2.4 Continually strengthen a diverse, safe and inclusive culture that encourages and rewards interaction across demographics, social, and interpersonal differences.
- 2.5 Optimize faculty impact in teaching, research, outreach, and economic development.

3. Grow MU's high-impact research and creative activity by enhancing campus infrastructure and other resources

- 3.1 Provide the facilities capable of supporting today's and tomorrow's teaching and research
- 3.2 Invest in new technologies that promote collaborative and interdisciplinary research and teaching
- 3.3 Provide the scholarly infrastructure for libraries, research collections, and scholarly communication to ensure faculty and student success

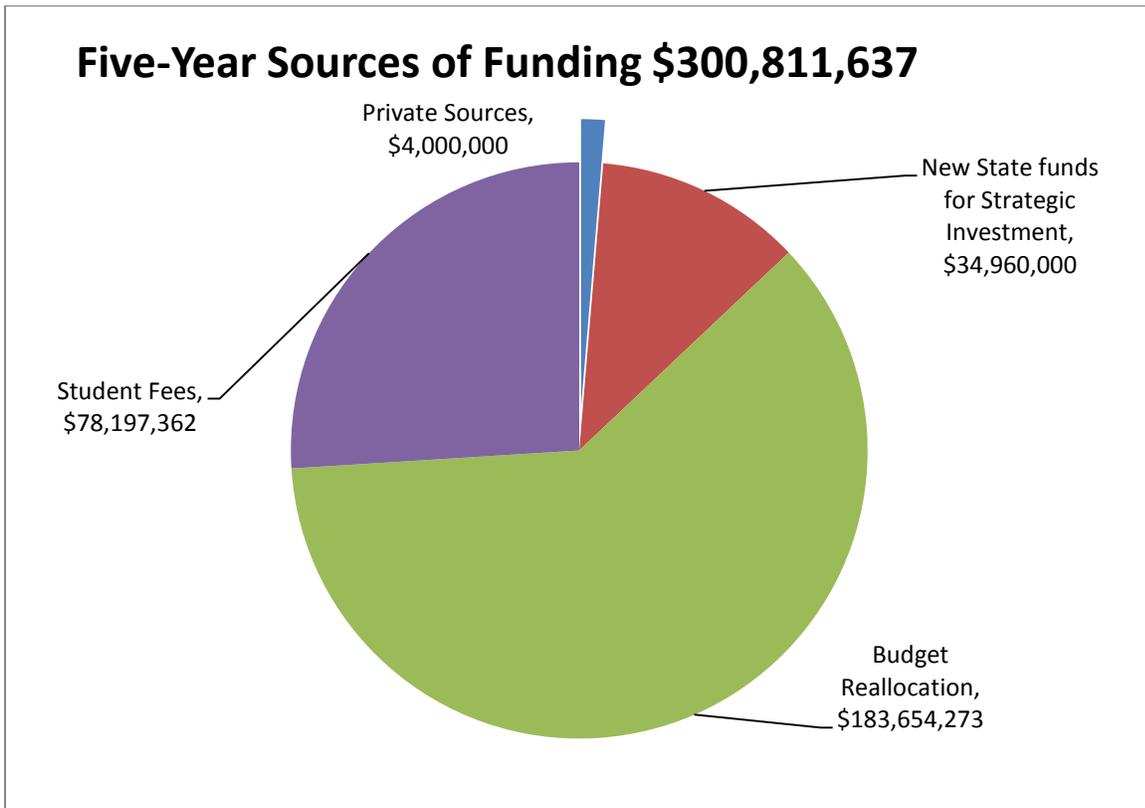
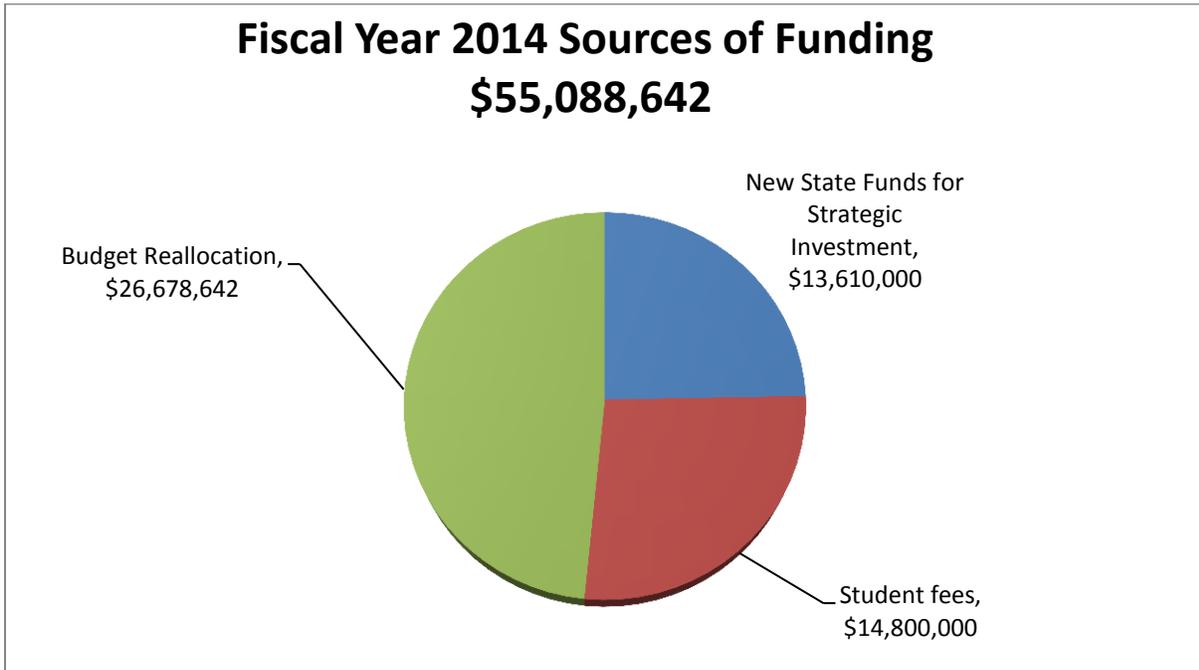
4. Ensure that MU's revenue model allows for strategic investments and leverages MU's strengths to drive state and regional economic development

- 4.1 Develop and implement strategies for producing new net revenues
- 4.2 Increase on line course offerings to meet market demand and generate net revenues

USES OF FUNDS			
	Five Year	One Year	
	Total	Total	
1. Strengthen interdisciplinary and experiential learning for Missouri's undergraduate, graduate, and professional students	36,191,835	15,270,000	
1.1 Grow undergraduate and graduate collaborative and interdisciplinary research and creative activity with faculty.	775,000	150,000	
1.2 Implement innovative curricula that feature MU's interdisciplinary approach to problem-solving.	484,273	-	
1.3 Recruit and retain the best traditional, non-traditional and distance students	24,262,562	4,450,000	
1.4 Expand opportunities for experiential learning	10,670,000	10,670,000	
2. Recruit, develop, and retain faculty and staff in order to promote MU's strategic goals	162,291,656	17,549,330	
2.1 Recruit additional high-impact faculty and staff to enhance MU's academic stature and to improve MU's competitive advantage.	74,961,656	3,169,330	
2.2 Encourage and reward effective interdisciplinary work by faculty and staff.	-	-	
2.3 Ensure that MU is able to recruit and retain the best faculty, staff, postdoctoral fellows and graduate students.	82,750,000	13,600,000	
2.4 Continually strengthen a diverse, safe and inclusive culture that encourages and rewards interaction across demographics, social, and interpersonal differences	4,580,000	780,000	
2.5 Optimize faculty impact in teaching, research, outreach, and economic development.	-	-	
3. Grow MU's high-impact research and creative activity by enhancing campus infrastructure and other resources	64,234,146	13,800,312	
3.1 Provide the facilities capable of supporting today's and tomorrow's teaching and research	38,962,462	8,918,444	
3.2 Invest in new technologies that promote collaborative and interdisciplinary research and teaching	16,890,000	4,844,667	
3.3 Provide the scholarly infrastructure for libraries, research collections, and scholarly communication to ensure faculty and student success	8,381,684	37,201	

4. Ensure that MU's revenue model allows for strategic investments and leverages MU's strengths to drive state and regional economic development	38,094,000	8,469,000	
4.1 Develop and implement strategies for producing new net revenues	30,594,000	5,969,000	
4.2 Increase on line course offerings to meet market demand and generate net revenues	7,500,000	2,500,000	
Totals	300,811,637	55,088,642	

Sources of Funding



Strategy Metrics

<u>Students</u>	<u>Baseline</u>	<u>Target (2018)</u>
Total Enrollment	34,658	36,000
6-year Graduation rate	70%	71.5%
Average time to Graduation	4.2	4.1
First-year retention	83.5%	85.0%
 <u>Faculty</u>		
Citations per/TT faculty	74	100
NAS (etc.) members	9	12
Faculty award per year	10	15
Federal Research per/faculty	\$92,139	\$110,000
Postdocs	115	133

Best-in-Class Metrics

	Most recent year	
	<u>Baseline</u>	<u>Target</u>
1. Global Engagement (UG participation in study abroad)	22.9%	30.0%
2. Independent Faculty-Mentored Research Experience (UGs presenting at Spring Research Forum)	276	450
3. Experiential Learning (participation in service learning)	4,265	4,800
4. Interdisciplinary Engagement (Fall UG enrollment in interdisciplinary courses)	4,855	5,500

Appendix A Hiring Priorities

We will use a targeted approach to hire top producing senior-level faculty (defined as nationally recognized in Academic Analytics as in the upper quintile of all faculty in the field, or membership in the National Academies or equivalent measure). These strategic hires must enhance an already strong discipline or interdisciplinary program, such as those related to Mizzou Advantage. We anticipate that these highly-regarded faculty will be attracted if we can also make cluster hires of junior faculty in cognate areas to enhance their research and teaching. Over a 5-year period, we are targeting 10-20 senior hires with 5-10 cognate hires per senior hire.

National data suggests that the most highly productive faculty (top quintile) generate 40-50% of the research funding and scholarship. Hiring these faculty will increase our stature and, therefore, the quality of our programs.

Appendix B
Mid-Year Faculty Raise Requests (Fall 2013)
for the Highest Performing Ranked Faculty

*N.B. These raises are **not** to address equity or salary compression issues. We expect to receive a list of names from each dean by December 15, 2013. The list should include **no more than the most productive 15%** of your ranked faculty. We anticipate that about 50-75% of the faculty nominated will receive raises and that the rate will vary across colleges.*

1. Name, Rank and Date of Hire of Faculty Member

2. Did the person receive a merit raise during calendar year 2013? Yes____ No____
If no, why not? A raise based on promotion? Yes____ No____

Current salary_____ Salary as percentage of average of comparable departments/units
in AAU institutions (or in peer institutions, if there is no AAU comparator)_____.

3. Describe the significance and impact of the scholarly works (e.g., publications, creative presentations, performances, and other scholarly activities) of the last three (3) years.
Rank this person within the department or program-based on productivity during this time period. ____of ____

4. Provide the following information (as applicable)

_____ Amount of competitively funded Federal research (past 3 years)

_____ Faculty awards, fellowship, and memberships (lifetime)

_____ Citations to scholarship (number)

_____ Other externally-sponsored research (past 3 years)

5. What information, other than that supplied above, causes this person to stand out among your faculty for a special performance-based pay raise (e.g. teaching excellence, outreach impact, significant contribution to economic development)?

6. What is the amount of the raise suggested? _____. Why that amount?