University of Missouri (MU)
Compact Response Plan

OUR VISION

Through education, research, engagement and economic development, the University of Missouri (MU) strives to create solutions that solve the grand challenges facing Missouri.

As the state's flagship university and only public institution in the prestigious Association of American Universities, MU translates the latest research and creative activities into practical applications to help improve people's lives and drive the state's economy. MU creates, develops and delivers the knowledge and the skills Missourians need to thrive in the fast-changing, culturally-diverse environment of the 21st century, with an eye on the opportunities that lie ahead.

We are a premier AAU institution with a land-grant mission, dedicated to creating and sharing knowledge that advances educational, scientific, health, cultural, economic and social interests for the people of Missouri, the nation and the world.

With all of those critical identities in mind, this is our response to the UM System compacts. At MU, this document is going to inform our strategic planning process as we fill out the rest of our core leadership team. While goals are set in this Compact Response Plan, they are preliminary ones that we consider to be achievable. To further extrapolate our goals looking toward 2028 will require greater input from our stakeholder groups.

BACKGROUND AND HISTORY

Thanks to the fortitude and foresight of the people of Missouri, they broadened the frontiers of higher education in 1839 by creating the University of Missouri: the first public university in the Louisiana Territory. MU honors the trust placed in it by the citizens of Missouri to live out its duty to acquire, create, transmit and preserve knowledge and promote understanding. MU's tightly-woven missions of teaching, research, engagement and economic development work together on behalf of all citizens.

The university has weathered military conflicts, social transformations, economic downturns and technological disruptions. As higher education evolves to meet the changing demand and new technologies, economic challenges and the public

perception of the value of higher education continues to produce new opportunities to highlight what we do here. MU has always been – and will continue to be – committed to serving the State of Missouri and its citizens.

Through this bold and transformative plan, we will faithfully fulfill our responsibility to students, faculty, staff and the citizens of our state as we uphold our duty as the University *for* Missouri.

GOAL

Just as Missourians moved mountains for us, we will do the same for them.

At MU, we are prepared to tackle the challenges of the state through the creation of unique, interdisciplinary programs of teaching, research, engagement and economic development. We will better serve Missourians in ways we've never served before. We will test the limits of the impossible as we focus on meeting the needs of the present and the future – from the rapidly-changing workforce landscape to healthcare challenges and everything in between. We pledge to position MU to be prepared to respond to new challenges as they emerge by leveraging our comprehensive and interdisciplinary programs.

Leveraging our status as a preeminent research institution, we will ensure that MU becomes an exemplar of a university in preparing our students and citizens for leadership in a diverse, global and technology-driven environment.

To meet our mission as the state's flagship institution, we embrace the following compacts and commit to the measurable objectives that are aimed to make us even better stewards for Missouri, the nation and the world:

Excellence in student success
- Academic quality
- Affordability and reduced debt at graduation
- Learning experiences and professional development
- Retention
- Flexible paths to learning
- Degree completion and increased graduation rates
- Career outcomes

Excellence in Research and Creative Works
- Creative activities with societal impacts
- Curated exhibits and juried performances
- Extramural research
- Faculty awards and recognition
- High-quality publications and citations
- Knowledge generation

Excellence in Engagement and Outreach
- Climate that values each individual
- Effective outreach programs
- Innovative partnerships for economic and workforce development

Inclusive Excellence

- Access and success
- Institutional climate ad intergroup relations
- Education and scholarship

- Institutional infrastructure
- Community engagement and economic development

Excellence in Planning, Operations and Stewardship

- Processes, practices and policies that encourage
- Collaboration when appropriate
- Commitment to continuous improvement though data based decision making.

- Long-term capital and operations planning
- Measures of accountability visible to all stakeholders

EXCELLENCE IN STUDENT SUCCESS

Students at the University of Missouri are smart, motivated and talented. Not only are they the core of our institution, but they are our future. We are dedicated to their success while they're on campus through their jaunt across the commencement stage, but we thrive on knowing they're getting placed into jobs and post-graduate study programs at a rate much higher than our AAU and land grant peer institutions..

We will prepare our future alumni to succeed. We will expand our efforts to do more to enable their sustained academic success. It all starts by recruiting talented and motivated students to an academic program that best fits their goals on campus or online. We have big goals for growing the number of scholars we welcome through our iconic columns, in person or virtually.

Our roadmap to success for enhancing the student experience and ensuring they're supported through their academic journey starts with our Strategic Enrollment Management Plan. At MU, we have a bold vision for increasing the number of incoming undergraduate students to 6,000 by 2023, up from 5,130 during the fall of 2017. We intend to grow our graduate student population, too, aiming for 7,000 enrolled by 2028, up from 5,745 during 2017.

Access and affordability must not be barriers for students who want to pursue higher education. New and expanded scholarships and a new textbook initiative that encourages use of Open Educational Resources in classes are among the many ways we're looking to reduce students' cost of attending MU.

Cost of attendance and a strategic marketing effort will help us catch the attention of future students, but the customized education experience they get while here is what will keep them at MU. We will provide multiple pathways to meaningful and relevant academic credentials, letting students personalize their learning experience, supported by innovative, pedagogical approaches that enhance our curricula.

The Missouri Method is part of who we are, and that hands-on experience is invaluable. The campus will soon expand that trademark of academic excellence so they're available to all students, on campus and online. As we look to provide the most tailored education for our scholars, we will make sure they can apply their education in professional and practical settings in a way that is unlike anything else in Missouri public higher education.

There are leaders and stakeholder-led committees at MU reviewing programs and policies that could be barriers to degree completion. Others are creating new, comprehensive approaches to help students learn, identify, reflect and articular career-ready skills. We also have a concentrated effort in place to enhance the way we collect data on student experiences when it comes to career-oriented programming so we know we're fulfilling our mission.

A campus-wide planning effort to find and support best practices in academic advising consistency and support will help us reach our bold and important retention goals not only for the entire student body, but with additional focus on our Pell-eligible and underrepresented minority student populations. In addition, we have begun to utilize cutting edge academic analytics to drive strategic organization of our student support services as we achieve historic levels of student success. Our efforts will include streamlining communications and developing wrap-around services that support outreach and early intervention. This data-driven approach helps us provide immediate support to maximize student success and will help us reach our retention and completion objectives. These types of efforts will enable us to succeed in increasing our four-year graduation rates by at least 20% as we look toward the next several years.

We are enhancing support for faculty and instructors in an effort in improve learning outcomes across the curriculum. Better connections between students and faculty will ensure faculty are more engaged in student success.

MU is also reinventing the Division of Student Affairs, with grand plans to deliver a world-class, seamless student experience based around four focus areas:

- Academic success
- Thriving and engagement
- First-year experience
- Residential Life

Through those focus points, we're finding the intersections of proven practices and the culture that is our proud, mission-driven campus to make sure we've got the right organizations in place to help our students succeed.

A new support structure for MU students in graduate and professional programs will be tailored to meet their needs while promoting successful employment outcomes. We will

continue to provide personalized career services to all recent graduates for up to six months after they graduate.

Excellence comes with everything we do, especially when it comes to one of our most valuable stakeholders: our student scholars. Our student success goals promote excellence of academic programs while controlling costs of attendance and ensuring all MU graduates leave with highly-competitive skills and experiences for emerging careers and advanced study.

MU Compact for Excellence in Student Success

Strive for excellence in academic quality; affordability and reduced debt at graduation; learning experiences and professional development; retention; flexible paths to learning; degree completion and increased graduation rates; and career outcomes.

Objective (Outcome)	Primary Sub-Goal	Unit owner	Metric
Secure nationally competitive fellowships, scholarships, awards and honors	Academic Quality	Provost	• Double the number of students applying for national awards by 2028 from 125 to 250
Increase the number of National Merit Scholars and other talented students who will elevate MU	Academic quality	Vice Provost for Enrollment Management	• Increase the mean ACT score to 28 by 2028 from 26 in 2017
Decrease the cost of attendance	Affordability & Reduced Debt at Graduation	Provost, Vice Chancellor for Operations	• Increase the use of Open Educational Resources to 50% by 2028 from .4% in spring 2018 • Reduce debt at graduation to be at the 25th percentile by 2028 • Increase the number of certificates for online delivery to allow for stackable microcredentials • Increase the number of 4+1 programs from 3 to 12 by 2029
Increase the annual size of our new incoming undergraduate and graduate students	Retention	Provost, Enrollment Management	• Increase new incoming undergraduates (first time and transfers) to 6,000 by 2023 • Increase the number of graduate students

			enrolled to 7,000 by 2028
Increase first-time college retention rate	Retention	Provost, Deans, Student Affairs	• First-time college retention rate will reach 93% by 2023 from 87% in 2017 • Retention rate of Pell recipients will reach 90% by 2028 from 81% in 2017
Additional retention support for underrepresented students	Retention	Provost, Enrollment Management, Inclusion, Diversity and Equity	• Increase the number of students in First-Year Fellows program by 50% in 2028 • Increase retention rate of underrepresented minority students to 90% by 2028 from 81% in 2017
Increase high-impact, experiential learning opportunities	Learning Experiences & Professional Development	Provost, Undergraduate Studies, Graduate Studies	• 100% of our undergraduate students will complete at least two high-impact learning experiences before graduating • Increase the number of graduate degree programs with internships or other experiential learning opportunities from 31 to 50
Enhance student access	Flexible Paths to Learning	Provost	• Increase portfolio of online degrees and stackable certificates to 175 by 2028 • Increase the percentage of distance learning and

			• online courses (as measured by SCH) to 25% in 2028 from 10% in 2017 • Increase transfer pipelines from community colleges
Increase four- and six-year graduation rates with a bolstered focus on Pell-eligible and underrepresented minority students	Degree Completion & Graduation Rates	Provost, Office of Inclusion, Diversity and Equity	• Four-year graduation rate will increase by 20% by 2023 • Six-year graduation rate for Pell recipients will increase to 75% in 2028 from 53% in 2017 • Six-year graduation rate for underrepresented minorities will increase to 75% in 2028 from 55% in 2017
Ensure career outcomes for undergraduate and graduate students earning their degrees	Career Outcomes	Provost	• By 2023, 95% of undergraduate, graduate and professional students are employed or in graduate school within six months after graduation

EXCELLENCE IN RESEARCH AND CREATIVE WORKS

The University of Missouri is a preeminent research institution with world-class scholars and creative minds. Everything we do is reflective of that mindset. We will shape MU to be a thought leader with the help of our outstanding faculty and students who must be exceptional in all that they do. Excellence is rooted in everything we are and everything we continue to strive toward.

We can't do any of that without our people. Research productivity is built upon a talented community of postdoctoral fellows and graduate students. We will break down our silos and build an effective strategy to enhance the way we develop our campus community. As we enhance the national visibility for our research programs, we will jump at the increased opportunities to recruit for this talented pipeline. Postdocs and students will see MU as a place where they can build their own foundations for success and be mentored. Our culture will support them with a searchable database highlighting our campus experts, and a bolstered effort to publicize their research and creative accomplishments. With these efforts in mind, we have a bold vision to grow our doctoral degree conferrals to 650 per year by 2028 from 500 during 2017, consistent with a doubling of research expenditures.

While MU's student population has grown during the past 10 to 15 years, the number of tenure-track faculty has decreased. This loss of scholarly talent has had a critical impact on the university's ability to meet the necessary research and creativity growth metrics set out in previous strategic plans. A critical part of our retention focus must include career development and mentoring resources for our talented faculty recruits, giving them the foundations they need to successfully build effective research teams and compete for extramural research resources.

Moreover, the faculty salary scale has lagged significantly behind our academic peers. We've held the door open to continued loss of high-impact research and innovation as faculty are recruited elsewhere. Those days are ending. Strategic recruitment of tenure-track faculty in priority research areas – coupled with effective retention efforts for current faculty – will underpin the needed growth in AAU-based research metrics. We want to enable our talented people to pursue the books, performances, creative arts, publications, conferences and national awards that they deserve to be proud about. Retaining our high-impact faculty not only helps contribute to our culture of excellence, but will ultimately lead to national visibility for priority research areas, eligibility for even more national awards and recognition for faculty.

EXPANDING RESEACH AND CREATIVE WORKS

We know we can do big things with our existing team. Strategic investments in outstanding faculty will enable further expansion of our research enterprise. Campus leaders recently announced an effort to double the extramural research expenditures in the next five years. Consistent with this, we will grow the number of grants submitted annually by 50 percent to help us achieve our research funding goals.

To make transformational progress rather than incremental gains in extramural research funding, we will make some difficult decisions with respect to investment strategies in targeted research areas defined by academic and research program review and relative to identified campus priorities. We recognize one MUs most significant strengths is the comprehensive nature of the campus with research excellence across the spectrum of scholarly focus. To achieve the goal of doubling research expenditures it will be critical to increase the productivity of the STEM based fields (where major extramural research funding opportunities exist), but we plan to take a broad approach to that definition embracing the National Science Foundation definition.

This broad vision will identify and aggressively support elite caliber grant funded researchers across the university utilizing analytics focusing on current performance and research area potential for funding. We recognize that some of the most successful research programs at MU are in the applied colleges and schools (e.g. Agriculture and Education). Supporting their work moving forward will be critical to developing the campus wide research culture necessary to reach our goals. As such, many of the investments will be targeted to interdisciplinary research areas (e.g., between engineering and medicine-veterinary medicine, natural/behavior/social sciences and education, agriculture and engineering, big data analytics, geospatial intelligence, etc.). These collaborations take advantage of unique resources (e.g., MURR) and the comprehensive nature of the MU campus. Such collaborations also help to leverage our most successful researchers to help build the capacity of other MU faculty. By 2028, MU will be known as one of the most collaborative institutions in the world.

Our upcoming Translational Precision Medicine Complex is a great example. The TPMC will help us grow research dollars while focusing on the work that directly impacts Missourians and beyond. This $150-200 million research center will integrate biomedical with key science and engineering technologies to bring researchers and clinicians together in a collaborative environment supported by advanced technology and data analysis tools. This "bench-to-bedside" paradigm will accelerate the development of novel diagnostic tools and treatments. The NIH has identified translational medicine research as a major focus for research funding.

We will develop a research support infrastructure – including interdisciplinary research centers, project managers, editors – to ensure our faculty have every opportunity to be successful in major multi-investigator grants and contracts, including large national center grants.

Our faculty research programs in the arts and humanities will have a large role to play in our ongoing pursuit for excellence. We will invest strategically to help see through our goals focused on growing our high-quality books, curated exhibits, juried performances and other scholarly output. In addition, there will be investments intended to connect the arts, humanities with math, science and engineering, the social and behavioral sciences and education to collectively tackle the complex grand challenges of society. In addition,

the arts and humanities are essential as they build the reputation of MU by focusing on high quality and highly visible programs that have direct impacts on society.

To further support our scholarly efforts, we are developing an Innovation and Entrepreneurship Ecosystem. This initiative focuses on faculty and student innovators, corporate engagement and technology management to support our entrepreneurs. That support includes helping to market their innovations to the public through corporate engagement. The Ecosystem will bring new sources of research revenue and new visibility through the successful application of MU innovations solving everyday problems in the state, the nation and the world. Again, a key component in innovation is the creativity of the people involved. The creative efforts of our arts and humanities faculty is critical to educating a broader number of entrepreneurial individuals who will contribute directly to the economic vitality of Central Missouri.

These focal points don't exist in a vacuum and our research activities have a direct impact on our economy. For example, between 2015 and 2017, MU's research contributed to over $26 million in expenditures directly to companies all across the state. These companies provided key materials, supplies and services that contributed to knowledge generation and innovation. Nationally, we contribute upwards of $82 million during that same timeframe in materials, supplies and service expenditures. *(According to the Institute for Research on Innovation & Science, Univ. of Michigan)* This is, of course, in addition to the significant expenditures in supporting the scholars working on these research programs (corresponding to about $100 million in personnel cost).

We deeply value the ability to apply the research we conduct to the education and health of Missouri citizens in ways that perhaps aren't so tangible. Through the new Broader Impacts effort – a partnership between MU's Office of Research, Graduate Studies and Economic Development and Office of Extension and Engagement – an integrated network of faculty and staff across Missouri will ensure that beneficial results of our scholarship is delivered directly to the people. We want to bring our creative activities and research right to the citizens.

MU doesn't take that land-grant mission lightly, and from isotopes to interventions, we want to be there for our state. Demonstrating benefits of what we do here will encourage further understanding and investments.

MU Compact for Excellence in Research and Creative Works

Strive for excellence in intellectual merit and broader impact, extramural research, high-quality publications and citations, faculty awards and recognitions, curated exhibits and juried performances.

Objective (Outcome)	Primary Sub-Goal	Unit owner	Metric
Double federal and industry research funding through targeted investments in campus research strengths with a focus on interdisciplinary research programs producing multi-investigator and center grants	Extramural Research	VCR, College Deans and Department Chairs, Center Directors	• >15% increase in federal grant and contract expenditures per year over the next five years • >20% increase in grant submissions annually over the next five years • Increase the number of multi-investigator and center grants by 2028
Recruiting and retaining talent	Extramural Research	VCR, Provost, College Deans and Department Chairs	• Targeted recruitment, retention and mentoring for high-impact faculty • Improved AAU public institutional rankings in faculty salaries • Improvement in number of cross-college and cross-campus collaborations leading to large grants • Addition of cutting-edge research facilities and technologies—promote large instrument proposals (match)
Enhance faculty and student entrepreneurship funding through the new Innovation and	Extramural Research	VCR, Asst. VC for Economic Development	• Integrate educational and training opportunities across UM System for

Entrepreneurial Ecosystem			• engaging student and faculty entrepreneurs • Build and support corporate partnerships to incubate and accelerate faculty and student innovations to market • Establish industry-friendly technology management guidelines and practices • Increase number of innovations taken to application • Increase patents, license and royalty income, and start-up companies
Establish internal support mechanisms for faculty in arts, humanities and social and behavioral sciences to conduct scholarship, produce creative works, conduct team-based interdisciplinary research that will lead to increases in external research and scholarship	Curated Exhibits & Juried Performances	VCR, College Deans and Department Chairs	• Increase journal articles by 2028 • Increase citations by 2028 • Increase faculty national awards by 2028 • Increase industry research grant and contract support by 2028. • Increase in curated exhibits and juried performances
Advance MU land grant mission through regionally relevant research and engagement to enhance the lives and economy of Missourians	Creative Activities with Societal Impacts	VCR, Asst. VC for Research and Community Engagement	• Establish a baseline measure of campus-community partnerships • Increase active, reciprocal and sustained relationships between community partners and faculty, staff and students

			• Measure increased translation of research and scholarship to real-world applications • Publicize faculty and student research and creative accomplishments • Build searchable expertise database for community and corporate engagement
Develop effective strategy to increase recruitment of high-impact postdocs and graduate students in priority research programs	Knowledge Generation	VCR, Assoc. VC for Graduate Studies, College Deans and Department Chairs	• Increase the number of doctoral degree conferrals to 650 by 2028 from 500 in 2017 • Create innovative career development programs to build faculty pipeline and improve success metrics • Provide resources to increase diversity and provide opportunities for underrepresented postdocs and students • Build quantitative and qualitative post-graduation placement databases • Increase student academic metrics, enhance national ranking and visibility for MU graduate training programs

EXCELLENCE IN ENGAGEMENT AND OUTREACH

We are re-imagining what it means to be a land-grant institution in the 21ˢᵗ century while forever improving on the mission we were given when MU was designated a land-grant institution more than 150 years ago. To do this, we met up with the people who brought us to the dance: Missourians.

Through a needs assessment completed in spring 2017, we've identified the critical needs of the state: *economy, education and health*. Now, these three critical issues guide what we do through MU Extension and Engagement. This initiative has us focusing on how the university can best engage with the citizens of Missouri to tackle the grand challenges they face.

Because of this, we've launched a new direction for MU Extension and Engagement, which we're rolling out statewide through spring 2019. We are realigning ourselves around this renewed focus.

Historically, Extension was about delivering applied knowledge to the citizens, which remains very important today. But it's also about the university and community coming together to create shared solutions. Engagement encompasses the opportunities found in faculty, student, staff, alumni, donor, athletics and other university stakeholder's engagement in new, innovative ways.

MU is highly engaged, but during the needs assessment effort, we learned that MU's engagement efforts are not fully recognized nor understood by Missourians. Through our ongoing realignment efforts, we established the MU Engagement Council to bring together faculty, staff and administrators from across the colleges, schools and units to do the following:

- Inventory the existing off-campus engagement efforts across the campus
- Create a system for shared knowledge on- and off-campus regarding MU's off-campus engagement
- Provide facilitation and coordination of engagement efforts to leverage and communicate more clearly the impact that MU has on the state of Missouri

Dubbed a Community Engaged Campus by the Carnegie Foundation for the Advancement of Teaching, MU has a responsibility "to enrich scholarship, research and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and responsibility; address critical societal issues and contribute to the public good."

Like every other part of MU, our lofty goals are steeped in a thirst for excellence. By expanding a series of programs like Mizzou IGNITES and Summers @Mizzou, we have the opportunity to make our mark on the student pipeline to attract them not just to MU but to the value of higher education.

Similarly, we plan to increase the awareness and access Missourians have about what we can offer them through the launch of the All Things Missouri Knowledge Center (May 2018) and the MU Engagement Impact Portal (January 2018). We also plan a regular workforce, education and health needs assessment through our county offices so we can develop scalable interventions with appropriate partners in and outside of the university.

Achieving those goals is made possible in part by our reimagining and reorganization effort. We're restructuring the five historically-siloed Extension programs and 8 continuing education units into three core mission areas that tie back to those critical issues Missourians told us to focus on. That effort has a savings of $900,000. By consolidating and merging other programs and positions, we're saving and reinvesting an additional $2.4 million.

MU Compact for Excellence in Engagement and Outreach

Strive for excellence by building a climate that values the diverse background, experiences and perspectives of each individual; innovative partnerships with industry for economic and workforce development; and effective programs for educational, health, cultural, economic and social outreach with local, state and global communities.

Objective (Outcome)	Primary Sub-Goal	Unit owner	Metric
Increase legislative engagement with the University of Missouri	Effective Outreach Programs	MU Extension & Engagement	• Annual legislative university engagement exhibition at the Missouri Capitol; start February May 2019 • Create a building bridges initiative to connect MU administrators with legislators – March 2018
Increase the effectiveness and impact of faculty members to address Missouri's grand economic, education and health challenges	Effective Outreach Programs	MU Extension & Engagement in partnership with the Office of the Provost	• Creation of a MU road scholars program for faculty to learn about Missouri and the challenges facing communities; start Spring 2018 • Conduct 2 Engaged Scholarship seminars per year for the campus community – Spring 2018
Increase awareness of and reward excellence in public engagement	Effective Outreach Programs	MU Extension & Engagement in partnership with the MU Staff Council	• Create staff engagement/outreach recognition program; start August 2019
Increase awareness and access to MU research, knowledge and innovation	Effective Outreach Programs	MU Extension & Engagement	• Launch the MU Engagement Portal – January 2018 • Launch the All Things Missouri Knowledge Center – May 2018

Increase ability of MU Extension to meet the needs of Missourians	Effective Outreach Programs	MU Extension & Engagement	• Restructure MU Extension based on priority needs by January 2019 • Increase the number of Missourians engaged in Extension by 50% by 2028 from 1 million in 2017.
Increase the number of K12 students engaged with the University of Missouri	Effective Outreach Programs	MU Extension and Engagement in partnership with the Office of Provost	• Scale existing summer programming to include all areas of the K12 pipeline through Summers @Mizzou and Mizzou INGNITES Programs • Create intercampus K12 programming that engages student throughout the academic year through the Mizzou IGNITES program
Increase sustainable and diversified funding for community engagement programming	Effective Outreach Programs	MU Extension and Engagement in partnership with the Office of Research and Development & Advancement	• Establish a baseline for corporate partnerships by 2019 and double the number of partnerships by 2028. • Partner with corporate and Foundation Relations to seek sustainable and diverse sources of funding to support workforce development and K12 programming
Facilitate healthy communities	Effective Outreach Programs	MU Extension and Engagement in partnership with MU Health,	• Facilitate a campus-wide initiative to tackle the Missouri opioid crisis – Spring 2018 • Increase health outcomes derived from services of Hospitals and Clinics

		College of Medicine, School of Nursing, School of Health Professions	• Create interdisciplinary opportunities for health care professionals to take services on the road through the Mobile Mizzou Program
Send Mizzou Alternative Breaks trips to all 114 Missouri counties (partnership between Student Affairs and Extension)	Effective Outreach Programs	MU Extension and Engagement in partnership with the Office of the Provost	• Increase number of counties served from 68 in 2017 to 114 by 2020
Grow student engagement/involvement in Missouri communities	Effective Outreach Programs	MU Extension and Engagement in partnership with the Office of the Provost	• Ensure that a majority of MU undergraduates participate in curriculum-based community engagement before graduation 2023
Become a nationally-recognized leader for Extension and Engagement	Effective Outreach Programs	MU Extension and Engagement	• Launch the MU Office of Engagement by 2020
Provide education for self-governance	Climate that Values Each Individual	MU Extension and Engagement and the Office of Diversity and Inclusion	• Launch a new civil discourse initiative for better governance and communities – January 2019
Improve the Missouri economy through work force development	Innovative Partnerships for Economic and	MU Extension and Engagement in partnership	• Conduct regular workforce needs assessments through Extension's County Engagement Specialists (CES) to

		Workforce Development	with appropriate Colleges/ Schools	identify workforce issues and to develop effective local, regional, and statewide interventions
				• Field Specialists and State Specialists will develop, disseminate, and conduct educational programs on topics of need throughout the state in collaboration with partner organizations and educational institutions
				• Develop certifications and other stackable credentials in conjunction with campus-based degree programs and other partners, based on market needs and demands as identified in the workforce assessments and leveraging MU expertise
				• Integrate program data from other MU Extension and campus efforts that affect workforce development, such as those programs in 4-H, SkillUp, and continuing education opportunities, to ensure consistent reporting and program evaluation

INCLUSIVE EXCELLENCE

Reaffirming our commitment to growing and sustaining a diverse and inclusive learning, living and working environment, we adopted a campus-wide Inclusive Excellence Framework at the University of Missouri in 2017.

At MU, we strive to be a 21st century learning community defined by excellence through all things, including the affirmation of differences in the composition of leadership, faculty, staff and students; the configuration of policies, procedures, organizational structures, curricula and co-curricular programs; and the fabric of interpersonal relationships.

This diversity framework expresses a plan for enacting the university's larger mission and for its values. The plan is shaped by MU's core values: respect, responsibility, discovery and excellence. Our plan for the future pays homage to a vow we made in our Mizzou 2020 Strategic Plan:

> to] continually strengthen a diverse, safe, and inclusive campus culture...; [by] creating a new campus structure for issues of inclusion diversity and equity...; [and by] increasing faculty, students, and leadership from underrepresented groups.

A national model, MU's Inclusive Excellence Framework[1] incorporates diversity efforts into the core of institutional functioning to realize the educational benefits of diversity. Applying Inclusive Excellence concepts helps infuse diversity into an institution's recruiting, admissions, and hiring processes; its curriculum and co-curriculum; and its administrative structures and practices.

Inclusive Excellence means an institution has adopted means for the cohesive, coherent and collaborative integration of diversity, inclusion and equity into the institutional pursuit of excellence.

Accepting the Inclusive Excellence model reflects an understanding that diversity, inclusion and equity are catalysts for institutional and educational excellence. They are to be invited and integrated into the very core of our educational enterprise, and are not isolated initiatives.

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[1] The Inclusive Excellence model is based on three monographs disseminated by the Association of American College and Universities: Making Diversity Work on Campus: A Research-Based Perspective, Achieving Equitable Educational Outcomes with All Students: The Institution's Roles and Responsibilities, and Toward a Model of Inclusive Excellence and Change in Postsecondary Institutions. The papers are available on the AAC&U website: (https://www.aacu.org/making-excellence-inclusive). MU gratefully acknowledges the work of these scholars and AAC&U as an association that has provided national leadership in the conceptualization and dissemination of this work. Additionally, MU has intertwined the work of Daryl G. Smith, a Senior Research Fellow and Professor Emerita at Claremont University, who draws on 40 years of diversity studies outlined in her scholarly work, Diversity's Promise for Higher Education.

The model for Inclusive Excellence at MU has five dimensions:

- Access and Success
- Institutional Climate and Intergroup Relations
- Education and Scholarship
- Institutional Infrastructure
- Community Engagement and Economic Development

This framework should be conceptualized as a matrix of integrated initiatives designed to achieve institutional excellence infused with evidence of diversity and inclusion. Each dimension of the model represents an area in which initiatives are designed to achieve academic, social and career excellence. For planning and implementation purposes, information needs to be collected and analyzed, and programs and policies need to be modified or developed to address deficiencies within each dimension. The dimensions create a framework that helps the institution monitor the progress of diversity and inclusion efforts to ensure that they remain integrated, intentional and central to the core mission of the university.

PLAN FOR 2028

The framework dimensions operate as a set of mutually-reinforcing relations. But when viewed as components of MU's Strategic Plan, we place Access and Success as our highest priority, enabled through outstanding performance in the other dimensions.

Through robust engagement with underrepresented and underserved students, MU will increase underrepresented minority enrollment to 20% by 2028. Our goals in the Compact for Inclusive Excellence supplement those in Student Success. We will achieve these increases in enrollments through more targeted recruitment activities and review of our recruitment strategies and communication. The Land Grant Scholarship makes MU more attainable for low income students. Several of our highly competitive programs will implement holistic admissions programs within five years.

Underrepresented graduate student enrollment will increase to 15% during the same timeframe. Collaboration between Graduate Studies and Inclusion, Diversity and Equity is beginning to broaden our scope for sending institutions and in identifying promising undergraduates from often overlooked colleges and universities. To do this, we will increase our partnerships statewide and throughout the Midwest to make MU a destination for underrepresented and underserved graduate and professional students.

Regardless of their level of study, MU will improve outcomes for underrepresented and underserved students. We will eliminate the disparity in first-year retention rates between white and underrepresented minority undergraduates (6.4% disparity over the past 3 years). Accomplishing this goal requires a thorough evaluation of our onboarding and first-year experiences. We will also develop a robust asset-based analytics approach helping underrepresented and underserved students thrive at MU, enabling

MU to reduce the disparity in 6-year graduation between underrepresented minority and white undergraduates from 13.1% (3-year average) to less than 5% by 2028.

Diversifying our faculty and staff is crucial to creating a campus that is representative of its students and for reaching our goals for excellence in research and creative works. Inclusion, Diversity and Equity will partner with the Provost, Deans and departments to increase our ability to recruit, retain and promote underrepresented and underserved faculty and staff. Specifically, MU will increase its underrepresented minority faculty from 8% to 15% by 2028 and increase underrepresented minority staff in professional and managerial positions from less than 8% to 15% by 2028. We will also increase the percentage of underrepresented staff in leadership positions from 11.5% to 15% over the course of this plan. The Inclusive Excellence planning process will provide the framework for divisions, departments and functional areas to create and sustain outstanding work environments for faculty and staff.

Education and Scholarship is the second dimension within the Inclusive excellence framework. The diversity learning goals for undergraduates will be evaluated and revised through a partnership with the Provost and new Inclusive Excellence Council. The creation and growth of the Faculty Institute for Inclusive Teaching within the Center for Excellence in Teaching will improve the pedagogical skills of our faculty broadening their ability to integrate inclusive content, instruction and evaluation into their courses and curricula. In addition to workshops and coaching offered through the institute, Inclusion, Diversity and Equity will facilitate a curriculum mapping and evaluation project by 2022. The success of these efforts will be measured by the number of faculty participating in and adopting changes to their instructional practice and by the number of curricular improvements undertaken by 2028.

The creation of the Michael Middleton Center will create a dynamic hub for interdisciplinary research for both faculty and students. The Middleton Center enhances MU's reputation, making it an attractive university for faculty, undergraduate students and graduate students. The center will increase productivity and visibility of research and creative works related to diversity, equity and inclusion.

MU's adoption and integration of Principles of Community will create a campus environment where faculty, staff and students have a strong sense of belonging. We continue to make MU stronger by deepening our ability to have difficult but respectful conversations about our institutional history and our aspirations for the future.

The campus will scale the successful Citizenship at Mizzou program to faculty and staff. Student organizations will be adapting the Inclusive Excellence framework as well, allowing them to be more intentional in the ways they engage their own members and the broader campus community. By 2028, the university will increase our participation rate in the Campus Climate survey to 70%. The percentage of faculty, staff and students answering favorably on key climate survey items will rise above 85% by 2028.

The Inclusive Excellence (IE) framework has found an enthusiastic reception in Columbia as well. By 2028, Inclusion, Diversity and Equity will have partnered with the Columbia City and Boone County governments to have comprehensive IE plans. In our first year we have active engagements with the Heart of Missouri United Way, the Columbia Chamber of Commerce, as well with five large corporations and non-profits. By 2028, we will have expanded that to 30 partnerships to include multiple state agencies. These partnership allow the University and its community partners to share ideas, learn from one another and hold each other accountable.

MU's ability to achieve its goals on the five dimensions discussed above hinges on our ability to expand and magnify our relationships with alumni and other potential donors. We will increase giving for inclusion, diversity and equity related programs and increase the research grant dollars for diversity related research.

Finally, the university is committed to aggressively pursuing process improvement and the use of metrics to hold the university community accountable for reaching the goals outlined in this compact and related goals in the other compacts. By 2028, each department will be producing annual IE plans that tightly align with both their divisional and campus strategic plans. Each project and goal will be accompanied by both leading and outcome indicators. Each division and department will understand and be actively working to reduce and eliminate disparities in experience and outcomes for underserved and underrepresented students, faculty and staff.

MU Compact for Inclusive Excellence

Comprehensively integrate goals of Inclusive Excellence throughout the using the dimensions of access and success; institutional climate and intergroup relations; education and scholarship; institutional infrastructure; and community engagement.

Objective (Outcome)	Primary Sub-Goal	Unit owner	Metric
Create a mapping rubric to identify objective and metrics furthering inclusive excellence at the System and campus-level strategic plans	Institutional Infrastructure	IDE Office	• Complete? Yes/No • Annual report on progress toward divisional IE goals
Sustain and increase university-wide efforts to amplify the potential to secure gifts, grants, and advance the goals outlined in the Inclusive Excellence framework	Institutional Infrastructure	IDE Office, Office of Advancement	• Grant dollars supporting diversity/inclusion research • Grant dollars supporting diversity/inclusion/equity projects • Disaggregated fundraising dollars
Engage leaders in analyzing disaggregated data and special projects to better understand and address long-standing organizational challenges	Institutional Infrastructure	IDE Office	• Increase the number of analytical projects completed by Inclusive Excellence Council • Increase the number and depth of Council recommendations implemented
Increase enrollments of underrepresented and underserved undergraduate student populations	Access and Success	IDE Office, Enrollment Management	• Increase underrepresented minority undergraduate enrollment to 20% by 2028 • Increase underrepresented minority graduate and professional
Increase recruitment and success of diverse graduate and professional students	Access and Success	IDE Office, Enrollment	

		Management	enrollment to 15% by 2028
Improve academic success and postgraduate outcomes for underrepresented and underserved undergraduate populations	Access and Success	IDE Office, Provost	• Eliminate first year retention disparity between underrepresented minority and white undergraduates by 2028 (current 3 year average is 6.4%) • Reduce disparity in 6 year graduation rates from 13.1% to 5% by 2028

Achieve and retain a more diverse faculty and staff	Access and Success	Provost, IDE Office	• Increase underrepresented
			  o Faculty from 8% in 2017 to 15% in 2028
			  o Professional and managerial staff from 7.7% in 2017 to 15% in 2028
			  o Campus leadership from 11.5% in 2017 to 15% in 2028

Create a climate that is supportive, respectful, and that values differing perspectives and experiences	Campus Climate and Intergroup Relations	Provost, IDE Office	• Increase participation in Campus Climate survey to 70% by 2028 • Percent of faculty, staff, students answering favorably on key survey items will rise above 85% by 2028
Offer courses, curricula, and learning opportunities at the undergraduate, graduate,	Education and Scholarship	IDE Office, Provost Office	• Creation of Michael A. Middleton Center for Race, Social Justice,

professional level that achieve diversity and inclusion learning goals			• and Citizenship funded through Inclusive Excellence and fundraising • Review/revise/develop diversity and inclusion learning goals • Conduct a curriculum mapping project by the end of 2022 • Examine course taking patterns by the end of 2020 • Implement recommendations emerging from curriculum mapping and course taking projects by 2028

Increase the multicultural competencies and capacities of faculty and staff	Education and Scholarship	IDE Office, Provost Office, Deans	• Creation of Faculty Institute for Inclusive Teaching within the Center for Excellence in Teaching (FIIT is funded by IDE)
			   o Number of participating faculty
			   o Number of faculty implementing inclusive pedagogy and content
			• Evaluation project of all education/outreach conducted by IDE completed by August 2018
			• Numbers of participants in education/outreach programs conducted by IDE

			• Numbers of participants in IDI inventory program • Ongoing evaluation through participant surveys
Increase outreach to underserved/underrepresent ed populations throughout Missouri	Community Engagemen t	IDE Office, Extension and Engagement , Deans, Provost	• Engagement metrics from Extension, schools/colleges • Number of IDE programs offered • Participant counts from IDE programming
Provide leadership in inclusive excellence in Columbia and the state	Community Engagemen t	IDE Office, Vice Chancellor for Research, Provost Office	• Increase partnerships with local and state nonprofits, businesses, and government agencies to 30 by 2028 • Evaluation of partnerships completed by 2025

EXCELLENCE IN PLANNING, OPERATIONS & STEWARDSHIP

In line with that constant pursuit of excellence, we have to think about how we invest every resource we have access. Everything has to fit the strategic plan goals, focused on meaningful pursuits of our highest priorities, especially in the current financial climate within public higher education.

At MU, we want to be good stewards in every sense of the phrase. Now more than ever, we have to be transparent and open about where resources come from and what we are doing with them. We have made strides over the years with putting budget plans online and hosting forums focused on financial matters, among other things. But there's always more we can do.

At a foundation level, MU has embarked on a commitment to embrace data-based decision making throughout all levels of the university. To fully achieve our robust goals, it is essential to focus resources on areas of strength while moving away from areas that have become less relevant. To accomplish this goal capacity is being added at the Chancellor level to help jumpstart a more consistent approach to data-based decision making on campus. Developing a unit which has primary responsibility for such a process will help to institutionalize this critical competence so that it does not fall to the side over time. Future processes will include gathering information from all branches of MU to look at teaching, research, engagement and inclusive excellence of each unit as well as return on investment. Developing consistent data definitions and general outcome measures which can be dash-boarded and fostering an overall culture of data driven decision making will help MU make better decisions for a stronger future.

Among a series of self-evaluation efforts in progress is the Resource Allocation Model Committee. Loaded with different stakeholders, this group is charged with making recommendations during spring 2018 to our campus' top leaders on the design and implementation of a new resource allocation model for MU. This group is considering a variety of changes based on data, from how an allocation model can allow for resources to be accumulated for central strategic investment to best practice for handling carry forward balances when an allocation model is in place.

Our leaders are assessing opportunities for new revenue sources while staying true to our public university mission. We won't pursue opportunities strictly for revenues sake, but will be pursuing online models that provide opportunities for students while bringing in money. Similarly, we'll continue looking to increase the financial viability of MU through economic development, student retention and philanthropic means.

OUR PEOPLE

We're making strides in embracing excellence through our operations structures with the help of an administrative performance review that will help us tremendously. Our campus community-led steering committee worked with PricewaterhouseCoopers

(PWC) to identify inefficiencies ad cost-saving opportunities in human resources, information technology, finance and facility operations.

While the short and long-term effect of this effort will save us millions of dollars, we need to establish a comprehensive approach to continuous improvement and prioritize resources to effectively utilize time, space, money, technology and human resources to ensure sustainability. MU leaders will reinvest the resources from administrative efficiencies toward the many goals highlighted in our other compacts.

This effort is intertwined with another ongoing goal: to better clarify and understand the accountabilities between UM System, the MU campus and the colleges, schools and divisions. Human resources and finance are decentralized and fragmented across the MU campus, creating redundancies and inefficiencies that public higher education can no longer afford. Doing this will help develop an operating model and organizational structure that's appropriate for those areas.

As we centralize, consolidate and even automate those processes and structures, it empowers the campus to better align our resources with the excellence-focused goals in this plan.

INFORMATION TECHNOLOGY

We have been very intentional about the ongoing changes among information technology efforts since merging the MU campus IT division with the UM System office. Those efforts of the last several years have prepared us to contribute to this next chapter in university history.

The Division of IT will contribute to goals of this Compact by continuing to reduce costs and return resources to the core missions, while supporting the other activities of the university as needed through the strategic application of technology solutions.

Our efforts will continue to include elimination of unnecessary local optimums that inhibit our ability to achieve economies of scale, use of industry standards for metrics related technology services, rigorous investigation to identify lowest-cost solutions, standardized and transparent budgeting, exiting of services where costs exceed value, and respect and adherence to budgetary priorities, as articulated by the Resource Allocation committee.

We are evaluating policies and processes to train our experts so they're prepared for the IT challenges of tomorrow. As a campus, we must embrace the use of digital tools that have the capacity to improve workflow. As a more centralized operation, we're focusing on eliminating customized business processes that reduce collaboration among other UM System campuses. When it's appropriate, we want to work together to better serve Missourians, but we have to break our silos down.

MU Compact for Excellence in Planning, Operations and Stewardship

Strive for excellence in organizational structures to achieve missions; processes, practices and policies that encourage collaboration; long-term capital and operations planning; and measures of accountability visible to all stakeholders.

Objective (Outcome)	Primary Sub-Goal	Unit owner	Metric
Reduce deficient facility square footage by 750,000 gross square feet by 2023 and reallocate savings (estimated $5.6M) to deferred facility needs	Long-term Planning Processes for Operating and Capital Needs	Vice Chancellor Operations (	• ISES Facility Condition Needs Index • Campus Master Plan • Campus Facilities Planning Committee • Campus Space Utilization Committee
Technology Enablement – Increased usage of digital tools to improve workflow efficiencies; maximization of current technology	Long-term Planning Processes for Operating and Capital Needs	CIO	• Costs savings associated with automation • Number of positions impacted by optimizing or installing new technologies • Investments required for new technologies
Produce net new revenues through increased online enrollment, economic development, student retention, development	Long-term Planning Processes for Operating and Capital Needs	Vice Chancellor Finance	• Net revenue growth in each of the revenue categories
Coordinate emergency management and safety drill; test emergency notification plan	Measures of Accountability Visible to All Stakeholders	Vice Chancellor Operations)	• Federal Emergency Management Agency's Emergency Management Institute guidelines • Campus Safety Committee
Implement a new resource allocation plan to ensure resource use aligns with strategic goals	Measures of Accountability Visible to All Stakeholders	Vice Chancellor Finance (CFO)	• Leadership has clarity around how their budget will be impacted by performance relative to our goals

Centralize, consolidate & create efficiencies to reduce the number of individuals performing administrative functions; reduced redundancies around committee structures, processes and procedures.	Organizational Structures to Achieve Missions	Vice Chancellor Finance and Vice Chancellor HR (CHRO)	• Number of employees currently performing administrative work (activity analysis results) • Number of FTEs by function • Number of positions in current state that will be impacted • Estimated cost savings associated with operating model changes • Estimated investments required for operating model changes • Reduce non-personnel discretionary spending by 20% by 2028 and reinvest those into the Missouri Compacts
Implement business analytics to expand and refine current uses of data in decision-making processes and implement use of solid data sources to ensure decisions are based on pertinent facts to drive improved outcomes.	Processes, Practices, and Policies that Encourage Collaborations when Appropriate	Chancellor	• Transparency regarding how decisions are made • Open discussion of outcome data across units • More effective use of scarce resources and better outcomes