



University of Missouri

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TO: Michael Middleton, Interim President

FROM: Hank Foley, Interim Chancellor *H.C. Foley*

RE: Strategic Plan Semi-Annual Update

Please find attached the summary of activities from July 1, 2015 – December 31, 2015 related to the MU Strategic Plan. Please let me know if you have any questions.

Enclosure

Mizzou 2020: Strategic Plan Update February 2016

Theme 1: Enhance MU's strengths to prepare graduates to face tomorrow's challenges

1.2 Invest in new tools and strategies to recruit and retain students

Student recruitment and retention continue to be a campus priority, and our fall 2015 enrollment figures provide evidence of significant success, despite increased competition from other universities and a declining number of Missouri high school students.

Highlights for Fall 2015 include:

- Highest total enrollment in our history at 35,448
- Highest total undergraduate enrollment in our history at 27,812
- Highest achieving entering class in our history with an ACT mean score of 26.0
- Highest number of Bright Flight recipients at 602, up 7.5% from last year
- Highest retention rate in our history of 87.1%, an increase of 1.1%
- Highest total enrollment of under-represented students in our history at 5,552
- Highest total international enrollment in our history of 2,507, up 4.7%
- Fourth largest first-time college class in our history of 6,191

Several campus initiatives focus specifically on student success and retention.

- Starfish (MU Connect) is live in 9 undergraduate schools/colleges and 20 support services/centers at MU. Newly implemented areas include Service-Learning, Study Abroad, Undergraduate Research, Academic Retention Services, Fellowships, Wellness Resource Center, Black Culture Center, and New Student Programs. As implementation across campus continues to provide students with 24/7 access to people and services, student usage is also increasing. In Fall 2015, 86% of all undergraduate students had at least one appointment recorded in MU Connect and 70% of those appointments were student initiated. MU is also expanding the use of Early Alert, a system supported by MU Connect that helps advisors and instructors reach students at academic risk. Our focus has been on courses with high enrollments and/or high failure and withdrawal rates. During the Fall 2015 term, 707 courses and 442 instructors have engaged in raising 5,967 flags (academic concerns) and raising 4,193 kudos (academic praise).
- The Educational Advisory Board (EAB)-Student Success Collaborative was piloted in Fall 2015 to identify targeted campaigns for Academic Exploration and Advising Services (AEAS). Campaigns targeted Arts & Sciences Undeclared, Pre-Journalism, and Pre-Communications students with pre-determined critical benchmarks (i.e., declaring a major at 30-45 credit hours, completion of Math 1100, completion of English 1000, and/or students with below a 2.5 GPA). Students were contacted via email and encouraged to meet with their academic advisor to discuss critical areas to aid in academic success and appropriate campus referrals were also shared.

- Another significant recruitment effort is the new priority deadline for potential transfer students. Students who apply prior to February 1 gain access to enhanced orientation, course enrollment, housing, and early access to financial aid packages and scholarships. The Office of Undergraduate Studies and Office of Admissions hosted a group of approximately 30 community college advisors from across the state to introduce the new priority admission deadline for incoming transfer students.

Theme 2: Grow high-impact interdisciplinary research

MU continues to invest in high-impact research, both through opportunity hires and research instrumentation. Recent opportunity hires include Dr. Blake Meyers, in the Division of Plant Sciences, who is the first of four joint hires with the Danforth Plant Sciences Center in St. Louis. MU also recruited Dr. Richard Ferrieri and Dr. Mike Schueller, who bring radiotracer chemistry development and application and medical physics and radiochemistry expertise to our campus.

Recent instrumentation investments include X-ray diffractometers, focused ion beam-scanning electron microscope, a positron emission tomography camera, three mass spectrometers, a high-resolution ultrasonic imager, a 300 MHz NMR spectrometer, and a genomic sequencer. These and other instrumentation investments are coordinated through the Office of Research and its Core Facilities.

Theme 3: Ensure that MU has the resources and processes to support high-impact teaching and research

3.2 Continually strengthen a diverse, safe, and inclusive campus culture

MU continues to make significant progress on dealing with issues of inclusion, diversity and equity. On November 10, 2015, Provost Stokes appointed Chuck Henson, Associate Dean for Academic Affairs in MU's School of Law, as Interim Vice Chancellor for Inclusion, Diversity and Equity. In December 2015, Provost Stokes likewise announced the creation of a new Office for Civil Rights & Title IX, which provides a consolidated approach to issues of discrimination. In addition to this restructuring, the Office for Civil Rights & Title IX also hired three investigators, one case manager, and one executive assistant.

3.3 Prioritize new construction

MU continues to invest strategically in our core Educational and General (E&G) buildings, using the Mizzou Stewardship model that emphasizes full renovation or replacement to eliminate 100% of facility needs including deferred maintenance and building code deficiencies, thereby improving the building's FCNI (Facility Condition Needs Index), reducing the facility's annual operating costs, and improving the building's

academic performance. This is the model that was used successfully with Tate, Switzler and Gwynn halls (eliminating \$6.97M, \$3.87M and \$9.21M in facility needs respectively).

Forty-one buildings at MU have an FCNI of .40 or greater, and the goal is to bring all buildings below a .30 FCNI. MU's goal is to renovate or replace 10 buildings with an FCNI of .40 or greater by 2020. Four projects under way will eliminate \$38.95 million of facility needs:

- Swallow Hall (.54 FCNI) will be ready for fall 2016 classes and includes adding a much-needed centrally scheduled 100-seat auditorium as well as an additional classroom. The attic ceiling will gain three feet, allowing it to be used for research labs and office space; and the original ground floor storage space will be transformed into usable space.
- Lafferre Hall 1935 and 1944 renovation (.91 FCNI) is scheduled for completion in Dec. 2016. Thirteen small, single-discipline teaching rooms will be reconfigured into five large, flexible, multi-disciplinary class labs. New flexible labs on upper floors will allow for changing research opportunities, and donor funding allows for construction of a third-floor shell space for future research labs.
- Stewart Hall (.50 FCNI) construction will begin in summer 2016, adding 44 class lab stations for a total of 248 in the existing building upon completion. The project includes an additive alternate for a 5,500 gsf addition that would include 144 new lab stations.
- McKee's (.80 FCNI) funding plan is under way. The former women's gymnasium that has had minimal renovation in the past 90 years would include up to six interdisciplinary science class labs with more than 200 student stations, accommodating 2,000 to 5,000 undergraduate students each semester. In addition, there would be a student projects lab, and undergraduate scientific instrumentation core, a nutrition and exercise physiology lab, two performing arts class labs, seminar rooms and faculty/staff work space.

New construction projects at Mizzou in support of high-impact teaching and research include:

Missouri Orthopaedic Institute addition will include research laboratories, faculty work space, and conferencing and display area for training. This addition will be a high-impact collaborative research center for world class scientists and clinicians advancing orthopaedic diagnostics and treatments.

The Patient-Centered Care Learning Center, a new School of Medicine building, will allow for an additional 128 medical school students (32 each year) for a 33 percent increase. It also includes an anatomy lab, patient-based learning modules, an expanded simulation lab, and curriculum faculty and staff work spaces. Construction is scheduled for completion in summer 2017.

The Applied Learning Center, a new Trulaske College of Business building, will include a trading floor, creativity lab, entrepreneur team collaborative space and storefront, and active-learning, technology and video conference teaching spaces. Design will begin upon board approval and construction will be completed in time for fall 2018 classes.