

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 2020, enhance its academic stature as measured by publicly available metrics, including those of the Association of American Universities.

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

- 1.1** Increase student research and creative activities and collaborative and experiential learning
- Promote student research and creative activity through schools and colleges, the Office of Undergraduate Research, Student Affairs, Graduate Studies and Mizzou Advantage
  - Increase internships, study abroad and service learning
- 1.2** Invest in new tools and strategies to recruit and retain students
- Enhance scholarships for high-ability undergraduates
  - Enhance graduate student recruitment through competitive financial packages and professional development opportunities
  - Enhance transfer experience
  - Expand graduate programs that enhance research priorities
  - Invest in new innovative degree programs that build on MU's strengths

### Key metrics

- Five- and six-year graduation rate
- First year retention
- Student enrollment (total and targeted subsets)
- Average ACT score
- Student participation in internships, study abroad, service learning and undergraduate research
- Placement of undergraduate, graduate and professional students
- Number of students in new degree programs
- Time to degree (doctoral)

## 2 Grow high-impact interdisciplinary research

- 2.1** Recruit and develop high-impact faculty
- Recruit 20+ senior faculty members who have an immediate effect on AAU indicators, focusing on these areas of strength: medicine (5), health sciences (2), physical sciences (4), life sciences (4), engineering (4), journalism/new media (1)
  - Recruit early and mid-career faculty with demonstrated excellence in teaching and research
- 2.2** Increase postdoctoral fellows in high-impact areas
- 2.3** Invest strategically in high-impact collaborative research centers/groups
- 2.4** Enhance visibility of MU research through faculty and student travel awards

### Key metrics

- Federal research dollars
- Number of faculty in national academies
- Number of faculty awards
- Number of post doctoral fellows
- Citations
- Number of doctoral degrees awarded annually

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

- 3.1** Reward excellence with competitive faculty and staff compensation
- Reward the most productive and effective faculty and staff
  - Enhance MU's position among the AAU publics in average faculty salary
- 3.2** Continually strengthen a diverse, safe, and inclusive campus culture
- Create a new campus structure for issues of inclusion, diversity and equity
  - Increase faculty, students and leadership from underrepresented groups
- 3.3** Prioritize new construction, renovation, and infrastructure investments based on strategic priorities
- Invest in facilities needed to meet teaching, research and retention/enrollment priorities
  - Reduce number of deficient buildings
  - Provide research, library and IT resources to meet campus needs
- 3.4** Ensure that MU's revenue model allows for strategic investments
- Produce new net revenues through increased online enrollment, economic development, student retention, development
  - Implement new allocation processes to ensure success with strategic goals
- 3.5** Enhance professional development
- Provide effective faculty leave programs
  - Enhance mentoring for faculty and postdoctoral fellows
  - Establish teaching and learning center for faculty and graduate instructors

### Key metrics

- Number of buildings with a FCNI above 0.40
- Faculty and staff performance and compensation data
- Faculty, students and leadership from underrepresented groups
- Student credit hours through Mizzou Online
- "Mizzou: Our Time to Lead" campaign metrics
- Association of Research Libraries indicators