STRATEGIC PLANNING: SEMI-ANNUAL REPORT

GUIDELINES

Due: The 1st Monday in February to the Executive Vice President for Academic Affairs.

Submit to: Email reports to Janet Waibel, at waibelj@umsystem.edu.

Content: The Strategic Planning semi-annual report should be a narrative report on progress at the lever level for those levers with identified actions.

Reporting Timeline: Quarter one and two of the current fiscal year.
(July 1st through December 31st)

Reporting Format: For each lever please include the following information:

Note: No more than 1 page per lever.
Campus or Unit: MU

Lever Number: 1.1

Lever Description: Grow undergraduate and graduate collaborative and interdisciplinary research and creative activity with faculty.

Lever Update Progress/ Update:

MU continues to invest in strengthening the collaborative and interdisciplinary research opportunities available to our undergraduate and graduate students.

Selected examples of projects and proposals funded through Mizzou Advantage include the following:

- Data Science & Analytics Master’s Degree. Awarded a $1,000,000.00 NSF grant September 2014
- Development of Modular Coursework in Regulatory Affairs
- Digital Humanities Certificate
- DVM/Animal Science MS program
- Interdisciplinary Initiative, a collective of faculty whose goal is to facilitate an ongoing, campus-wide exchange about interdisciplinary teaching and research at the undergraduate level.
- Two new undergraduate research teams: “Fragmented Media, Engaged Citizens and Polarized Publics” and “In search of Clinicopathological Biomarkers for Early Detection of Dysphagia in Animal Models of Amyotrophic Lateral Sclerosis [ALS]”
Campus or Unit: MU

Lever Number: 1.2

Lever Description: Implement innovative curricula that feature MU's interdisciplinary approach to problem-solving.

Lever Update Progress/Update:

See 1.1 and 4.1 for information related to this lever.
Campus or Unit: MU

Lever Number: 1.3

Lever Description: Recruit and retain the best traditional, non-traditional and distance students

Lever Update Progress/Update:

MU relies on a greatly diversified strategy for recruiting and retaining students, including academically sound degree programs, an appealing campus, attractive facilities for students, robust social and athletic programs, and rich co-curricular activities.

Facing the continued decline in first-time college students in the Midwest and increasing competition from other institutions that are offering more aggressive scholarship programs than MU, our campus spent much of FY14 assessing our scholarship policy. Scholarships help MU shape student enrollment in very significant ways which includes enabling MU to attract students with the full range of experiences, talents, and backgrounds—such as high ability minority students, high ability students from throughout the country and abroad, and also high ability students who are sons and daughters of alumni. Research has shown that the presence of these high ability students on a campus helps increase the intellectual vitality of the campus for all students, the faculty, and the staff. As a result of these assessments, we increased our scholarship offerings for fall 2014 for very high ability resident FTC students (those with ACT scores of 31 and above or in the top 5% of their graduating class) and high ability non-resident FTC students (ACT of 27 and above).

These enhancements to our automatic merit scholarships targeted two specific populations. Our goals for each are as follows:

Very High ability resident FTC students: Goal to increase by 100 or more.

High Ability nonresident FTC students: Goal to increase by 275 or more.

Now with Fall 2014 data available, we are able to assess the results of this program.

- Very High Ability Resident students increased by 127 (goal of 100).
- High Ability Non-Resident students increased by 274 (goal of 275).
<table>
<thead>
<tr>
<th>Campus or Unit:</th>
<th>MU</th>
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</thead>
<tbody>
<tr>
<td>Lever Number:</td>
<td>1.4</td>
</tr>
<tr>
<td>Lever Description:</td>
<td>Expand opportunities for experiential learning</td>
</tr>
<tr>
<td>Lever Update Progress/ Update:</td>
<td></td>
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</tbody>
</table>

Detailed information about initiatives during the current academic year will be provided in the annual report.
Lever Number: 2.1

Lever Description: Recruit additional high-impact faculty and staff to enhance MU’s academic stature and to improve MU’s competitive advantage.

Along with Lever 2.3, this lever—focusing on retention and strategic hiring of faculty—represents one of MU’s most crucial priorities.

In the first half of FY15, MU has continued our ambitious recruitment of faculty, who bring high research productivity and will enhance our AAU indicators. These high impact hires were obtained with funds from the campus for MUSOP, schools and colleges, or a combination of both. An additional 2-4 strategic hires are currently in negotiation, and more are expected by the end of the fiscal year. New strategic hires include the following:

- Dr. Wesley Bernskoetter, Chemistry
- Dr. Tom Spencer, Animal Science
- Dr. Patrice Delafontaine, Medicine
- Dr. David Singh, Physics
- Dr. Rick Fraunfelder, Medicine
- Dr. Matthew K. Burns, Education
- Niladri Syam, Marketing
- Chanwoo Park, Mechanical Engineering
- Guoliang Huang, Mechanical Engineering

While the abbreviated nature of this report prohibits detailed discussion of the full impact of these hires, these new faculty have already had a significant impact on our campus. Dr. Delafontaine and his research colleagues, for instance, have total grant funds of $1.3 million dollars, of which $1.23 is from NIH. Because of his high research productivity, Dr. Delafontaine has also been instrumental in attracting other high impact researchers to MU.

Also important to note is the continued impact of signature hires made in FY14. Bing Zhang (Biological Sciences), for example, published three articles in 2014 with impact factors of 6.3, 4.71, and 2.511. Likewise, During the past year, Dr. Kuntara Pukhuathanong has published four articles in key finance scholarly journals. One of these papers, published in The Review of Asset Pricing Studies, has received extensive publicity in major journalistic publications. The article, which studies the performance of “copycat” mutual funds, has been profiled in The Economist, The Wall Street Journal, and the Financial Times.

In addition to strategic hiring, MU is also actively pursuing targeted retention of high impact hires. Key faculty who were successfully retained through counter offers include the following:

- Brian Houston, Communication
- Cory Koedel, Economics
- Steven Hofmann, Mathematics
Campus or Unit:  
MU

Lever Number:  
2.2

Lever Description:  
Encourage and reward effective interdisciplinary work by faculty and staff.

Lever Update Progress/ Update:  

MU has identified and invested in multiple means for encouraging and rewarding interdisciplinary work. Significant accomplishments in the first half of FY15 include the following:

• In September 2014, MU invested approximately $2.0M ($1.5M in salary and $.5M in benefits) for special raises for highest performing faculty. Contribution to interdisciplinary research and teaching was one of the criteria for receiving these special raises. More detail information about these raises is provided in Lever 2.3.

• Through Mizzou Advantage (MA), MU has also continued to encourage interdisciplinary work in the four designated MA areas, with particular emphasis on curricular development and conference travel. These data are tracked on an annual basis and will be provided in the annual report.
Lever Description:
One of MU’s top priorities in our Strategic Operating Plan is recruiting and retaining the best faculty. It is a goal on which virtually all other objectives in the Strategic Operating Plan depend.

Lever Update Progress/Update:
During the first half of FY15, MU made two very significant investments in this regard:

1) In September 2014, Chancellor Loftin announced a Voluntary Separation Program (VSP) for tenured faculty who were retirement eligible and at least age 62 by August 31, 2015. Participants in the program were offered a one-time payout of 1.5 times their base salary (not to exceed $200,000) for retiring from the university no later than August 31, 2015. 111 eligible faculty elected to participate in the program, with an expected payout of $17.7M.

Because it will make funds available for strategic hiring of faculty, the VSP is critical to the overall success of our Strategic Operating Plan. These hires will add new areas of research, teaching, and creative activity to our scholarly community, strengthen areas where we have or are building on a tradition of excellence, and spark innovation across Mizzou’s multiple missions of teaching, research, service, and economic development.

One way to realize the enormous potential impact of VSP is to consider that, as a campus, we typically have 10-12 tenured faculty retire each year. With VSP, we will have 111 retirements, approximately a decade’s worth. This is an extraordinary opportunity for the campus to invest strategically in our faculty.

2) Another key element in our plan to have the best faculty is retention of existing faculty, and our national data suggest that we have significant room for improvement. Among the public AAU universities, for example, MU ranks 30/32 in average TT faculty salaries. Even with adjustments for cost of living, MU ranks 24/32 of these same AAU Publics.

Our continued work to improve faculty compensation focused on merit raises, with essential two distinct strategies. The first was for the schools and colleges to give merit raises, using internal reallocation. These raises totaled $5.5M. In addition to these merit raises, the Chancellor provided funds for additional raises, effective 9/1/14, to our most productive faculty. These raises to our top-performing faculty included nearly $1.5M, which was awarded to 258 faculty, from across campus. The distribution of these top-performing faculty include 117 full professors, 67 associate professors, 40 assistant professors, and 34 ranked NTT faculty.

With merit raises and exceptional raises combined, MU was able to award an average merit increase among tenured and tenure-track faculty of 4.4%.
The chart below shows the distribution by college and title for the high performing faculty.

### High Performing Faculty Raise Summaries by School and Rank

<table>
<thead>
<tr>
<th>College</th>
<th>Number of Faculty</th>
<th>Total Amount</th>
<th>Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
<th>NTT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Science</td>
<td>64</td>
<td>$388,673.00</td>
<td>34</td>
<td>17</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>Business</td>
<td>7</td>
<td>$39,250.00</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Agriculture, Food and Natural Resources</td>
<td>41</td>
<td>$233,814.00</td>
<td>22</td>
<td>11</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Education</td>
<td>22</td>
<td>$109,552.00</td>
<td>5</td>
<td>7</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Engineering</td>
<td>20</td>
<td>$134,104.00</td>
<td>13</td>
<td>6</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Extension</td>
<td>13</td>
<td>$60,148.00</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>Human Environmental Sciences</td>
<td>12</td>
<td>$70,028.00</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>0</td>
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<tr>
<td>Journalism</td>
<td>15</td>
<td>$49,000.00</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>8</td>
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<tr>
<td>Law</td>
<td>6</td>
<td>$44,627.00</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Medicine</td>
<td>23</td>
<td>$123,564.00</td>
<td>13</td>
<td>5</td>
<td>3</td>
<td>2</td>
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<tr>
<td>Nursing</td>
<td>8</td>
<td>$38,518.00</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Truman School</td>
<td>2</td>
<td>$12,926.00</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Veterinary Medicine</td>
<td>25</td>
<td>$149,131.00</td>
<td>12</td>
<td>6</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total by Title</strong></td>
<td><strong>258</strong></td>
<td><strong>$1,457,244.00</strong></td>
<td><strong>117</strong></td>
<td><strong>67</strong></td>
<td><strong>40</strong></td>
<td><strong>34</strong></td>
</tr>
</tbody>
</table>

No requests were submitted for the Graduate School or the School of Health Professions.
Lever Description: Continually strengthen a diverse, safe and inclusive culture that encourages and rewards interaction across demographics, social, and interpersonal differences

Lever Update Progress/Update: One critical accomplishment regarding Lever 2.4 is the establishment, in June 2014, of our Title IX Office. This office provides the coordination of Title IX compliance, training, education, prevention, and strategic communications on behalf of faculty, staff, students, and other members of the University community.

To date, we have accomplished the following:

- Hired - Investigator
- Hiring in process - Title IX Administrator
- Launched Title IX website
- 50+ Employees have attended two to eight days of training
- Harassment: What It Is and How to Stop It & Mandatory Reporter Training
- The Title IX Office has delivered over 40 presentations to 2,750+ faculty, staff, and students.
- Title IX Triage team – manages student cases
- Designed Organization Chart
- Prepared 2016 Title IX budget
- Develop Title IX Protocols
- Hired MUPD Police Officers

Diversity hiring

Since the beginning of the fiscal year to date, the Faculty Inclusive Excellence Fund has contributed to 3 faculty hires in the School of Medicine with one offer pending and one hire in the School of Social Work. The new faculty race/ethnic demographics breaks down to 1 Hispanic male, 1 Black male, 1 White female, and 1 Hispanic female. In addition to the significant contribution from the two schools, the campus commitment toward these hires is $190K in annual salary (including benefits for Social Work). The Social Work hire also includes one month summer salary for two years (estimated at $7800), a one-time expenses of $5000 research startup and $2210 for statistical software.

Since the hiring of new faculty typically increases during Spring semester, we anticipate additional investments through the Faculty Inclusive Excellence Fund in the months ahead.
Lever Number: 2.5

Lever Description: 
Optimize faculty impact in teaching, research, outreach, and economic development

Consistent with our emphasis on improving our AAU indicators, MU continues to invest in faculty research. One notable investment in the last six months is use of Office of Research Funds to provide teaching replacement funds to some of our most productive researchers so that they can have a focused period of time devoted to research. To date, $405,000 has been distributed to more than 40 faculty in five different schools and colleges. Examples of research funded include Professor Gavin King’s latest collaborative research that uses force microscope capabilities unique to MU to shed light on how enzymes work and Professor Gary Baker’s work on fully sustainable nanoscale carbons and the design of bright, biocompatible, and cell-targeting fluorescent non-labels toward early detection oncological tools. We will monitor the effectiveness of these funds, but early signs suggest that this targeted approach is working. The funds provided for Professor Prasad Calyam, for instance, allowed him to submit a large $6M proposal to NSF US Ignite Track 2 program.

Other significant progress regarding Lever 2.5 focuses on our participation with a survey of faculty satisfaction conducted by the Collaborative on Academic Careers in Higher Education (COACHE). Founded in 2002 and based at the Harvard Graduate School of Education, COACHE is a research initiative and membership organization driven by senior academic officers who believe that the search for best practices begins with sound data—data that make the recruitment and management of faculty talent, and their own leadership, more effective.

MU joined COACHE for the 2012-13 survey cycle. COACHE administered the survey in late fall 2012 and early 2013. Our survey population included all full-time faculty, both tenure stream and non-tenure track. Our overall response rate was 51%. The overall satisfaction of faculty at MU is as follows: 68% of those surveyed were satisfied or very satisfied with MU as a place to work. 72% of the faculty were satisfied or very satisfied with their departments as places to work. 69% agreed or strongly agreed that they would choose MU again.

After careful review of the data, a faculty committee focused on the differences across schools and colleges. The committee requested that Institutional Research and Quality Improvement create college specific reports for each of the deans. Each of these Dean’s Reports included information about the strengths and weaknesses within the specific colleges.

In July 2014 Interim Provost Dean sent college-specific data to each dean, with a charge to establish a faculty committee within the school or college to explore these data more thoroughly and to develop a two-year plan of improvement. By December 2014, all the deans have provided an update about how they intend to meet these goals. Further results about these plans for improvement will be available by the end of the fiscal year.
Campus or Unit: MU

Lever Number: 3.1

Lever Description: Provide the facilities capable of supporting today’s and tomorrow’s teaching and research.

Lever Update Progress/Update: MU continues to invest strategically in our core Educational and General (E&G) Buildings, using the Mizzou Stewardship model that emphasizes full renovation of buildings that accomplish these goals: eliminate 100% of deferred maintenance and code issues and thereby improve the building’s FCNI (Facility Condition Needs Index), reduce the facility’s annual operating costs, and improve the building’s academic performance. This is the model that was used successfully with Tate Hall (which eliminated $6.97M in deferred maintenance), Swallow Hall (eliminating $3.87M in deferred maintenance), and Gwynn Hall (eliminating $9.21M in deferred maintenance).

Current projects include the following:

**Jesse Hall:** Before initiation of renovation, the FCNI for Jesse Hall was .47. The current $8.6M renovation project will eliminate $8.8M in deferred maintenance and reduce the building’s FCNI from .47 to .28. (Our goal for renovations is to bring the FCNI below .30.) Projected completion date for is March 31, 2015.

**Swallow Hall:** This is a $16.9M renovation project that will eliminate about $5.5M in deferred maintenance and add about 30% educational space to the building. When the renovation is completed, the FCNI will be reduced from .54 to 0. Projected completion date is February 2016.

**Lafferre Hall:** This is a high priority renovation of $44.675M. The building’s FCNI is currently .91. The renovation of 69,000 GSF will provide flexible instructional teaching space, able to support research, collaborative activities, and experiential learning. Expected completion date is December 2016.
<table>
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<tr>
<th>Campus or Unit:</th>
<th>MU</th>
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<tbody>
<tr>
<td>Lever Number:</td>
<td>3.2</td>
</tr>
<tr>
<td>Lever Description:</td>
<td>Invest in new technologies that promote collaborative and interdisciplinary research and training</td>
</tr>
</tbody>
</table>

Lever Update Progress/ Update:

No new investments to report at this time.
Campus or Unit: MU

Lever Number: 3.3

Lever Description: Provide the scholarly infrastructure for libraries, research collections, and scholarly communication to ensure faculty and student success

Lever Update Progress/Update:

During the first half of FY15, MU continued to respond to a mold crisis that occurred in September 2013 in a rented storage facility that held 600,000 printed books and journals from MU Libraries. Significant steps that were taken between July and December 2014 include the following:

• Secured an Andrew W. Mellon grant of $254,000 to assist with remediation
• Completed modifications on an alternative facility
• Replacement materials received from partner libraries
• Selected materials identified by staff sent for disposal
• 303,000 decontaminated items returned from contracted restoration company

Final disposition of contaminated materials is as follows:

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Quantity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items salvaged via remediation (treatment by contractor)</td>
<td>441,000</td>
<td>70%</td>
</tr>
<tr>
<td>Federal documents destroyed (replaced by copies from other libraries)</td>
<td>108,000</td>
<td>17%</td>
</tr>
<tr>
<td>Law, medical and veterinary journals destroyed (online copies available)</td>
<td>33,000</td>
<td>5%</td>
</tr>
<tr>
<td>Duplicate book copies destroyed (print copies available)</td>
<td>25,000</td>
<td>4%</td>
</tr>
<tr>
<td>Duplicate journal copies destroyed (print copies available)</td>
<td>22,000</td>
<td>3%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>629,000</td>
<td></td>
</tr>
</tbody>
</table>
MU continues to invest in opportunities to produce new net revenues. While many of these efforts—including those through the Office of Research—are best reported on an annual basis, two significant accomplishments from Fall 2014 include two new degree programs, both of which were approved by the Board of Curators in December 2014.

- **BA in Digital Storytelling:** Digital Storytelling combines narrative with tools for digital environments to reach audiences for artistic, educational, and commercial purposes. People with these skills are in high demand across business, government, nonprofit and research sectors. The new BA in Digital Storytelling is a collaboration among faculty across campus, including the College of Arts and Science, the School of Journalism, the College of Human Environmental Sciences, and the College of Education. This program builds on the growing regional identity and economic emergence of Kansas City as a Midwest center for Digital Storytelling through developing partnerships with local and regional firms. Because this program builds on existing faculty strengths and pre-existing courses, it is designed to be revenue-neutral in the first year and revenue generating by the second year. Each year, the expenses as a percent of net tuition decreases, from 99.2% in the first year to 56.59% in year five. Set to launch in Fall 2015, this program is designed to attract new students and to meet needs of regional and national employers.

- **A new BS to MS Coordinated Program in Dietetics** will provide all coursework and fieldwork required for a student to become a registered dietitian. This program responds to national needs in healthcare (particularly in regard to obesity and related diseases), while also providing strong employment opportunities for graduates. The job outlook for dietitians exceeds growth across all fields with the Bureau of Labor Statistics predicting 21% growth from 2012-2022. Because there will be no tuition or fee waivers for this program, it is designed to generate new net revenue. Surveys of our current undergraduate students indicate strong interest in this program.
Campus or Unit: MU

Lever Number: 4.2

Lever Description: Increase online course offerings to meet market demand and generate net revenues

Lever Update Progress/Update: Faculty in MU’s schools and colleges continue their work to make online degree and certificate programs available in online formats. 11 programs have launched in AY15. Enrollment continues to grow, resulting in increased revenue shared with the academic units and the MU campus. Final AY15 revenue share numbers will be available at the end of the fiscal year. However, a comparison of total revenue for the first six months of AY15 and AY14 show an increase of 9.5%.

Course investments
The College of Arts & Science continues efforts to make high-demand courses available in online formats. Mizzou Online has helped fund this endeavor for several years; $400,521 was transferred for this effort in AY15.

Program investments
Since February 2013, Mizzou Online has invested more than $3M in program development funds for schools and colleges wishing to move their degrees and certificates to online formats. Mizzou Online continues to make funds available to schools and colleges wishing to make their programs available at a distance. Up to $2M is available each year and departments can apply for funding via http://online.missouri.edu/faculty-staff/rfp.aspx.

A total of 11 new programs have launched or will launch in AY15:

Summer 2014:
• Educational Studies BES (RFP)
• Nursing DNP in Leadership and Innovation in Health Care (RFP)

Fall 2014:
• Mathematics Education M Ed (RFP)
• Agriculture Education PhD (non-RFP)
• Positive Psychology Graduate Certificate (RFP)
• Organizational Change Graduate Certificate (non-RFP)
• Public Health MPH (RFP)
• Global Public Health Graduate Certificate (RFP)

Spring 2015:
• Early Childhood Education in a Mobile Society BS HES (non-RFP)
• English Education M Ed (RFP)
• Energy Efficiency Graduate Certificate (RFP)