ONE MIZZOU
2020 Vision for Excellence
The Strategic Plan of the University of Missouri
Mission

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

MU is Missouri’s University.

It serves every citizen of the state through comprehensive programs of education, research, outreach and economic development.

The flagship university of the State of Missouri, MU is the state’s only public university in the Association of American Universities.

As a land-grant university, MU translates the latest research into practical applications that improve people’s lives and drive the state’s economy.

MU develops and delivers the knowledge and skills Missourians need to thrive in the fast-changing, multicultural environment of the 21st century.
Looking to 2020

In 1839, Missouri citizens extended the frontiers of higher education by creating the UNiversity of MissourI, the first public university in the Louisiana Territory. In the 21st century MU will push across the frontiers of knowledge to create, in service to the public, unique interdisciplinary programs of teaching, research, outreach and economic development. MU will nourish and strengthen the comprehensive array of teaching, research and outreach programs essential to the state’s land-grant AAU public research university. MU will become an exemplar of a university that prepares citizens for leadership in a diverse, global and technology-driven environment.
Executive Summary

This is a new approach to strategic planning, one that reflects the particular opportunities and challenges the University of Missouri faces in the early 21st century.

In the midst of economic crises, institutions often choose to retrench. The University of Missouri chooses instead to seize this moment to shape its destiny. This strategic plan, based on more than three years of discussion by faculty, staff, students and administrators, focuses on three interlocking goals:

» Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world

» Build the Mizzou Advantage, a set of five focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU

» Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development

The plan safeguards Missourians’ 170-year-old, multi-billion dollar investment in their public research and land-grant university. It builds on that investment by launching an ambitious new strategy, the Mizzou Advantage — five targeted initiatives that will bring international recognition and new resources to the university through unique interdisciplinary programs of teaching, research and service. Each of the initiatives will build on programs and faculty that have already achieved international distinction. The plan assures that MU will have the faculty and staff, infrastructure and financial resources necessary to make it happen.

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

MU’s strategic plan and its actions represent a “living document” that will undergo continual and frequent updates. Progress toward each of the goals will be determined by outcome measures published regularly within the plan document and available online to the MU community and the interested public. The Strategic Plan will be reviewed annually by the Strategic Planning and Resource Advisory Council (SPRAC) and by Faculty Council, which will assess progress and report this assessment with the Chancellor at a campuswide spring forum.
Goal 1:
Expand and strengthen programs that improve the lives of the citizens of Missouri, the nation and the world

Combining its strengths as one of the nation’s major research universities, its historic role as a land-grant campus and its statewide delivery of services through Extension, MU will:

» Prepare citizens for meaningful lives and careers in the diverse, global environment of the 21st century

» Generate new knowledge in the arts, humanities, sciences and professions

» Develop and deliver practical solutions for Missourians’ vocational, civic and personal lives

» Generate the educated work force, intellectual capital and economic development strategies that help Missouri communities thrive

» Advance the health of Missourians by delivering exceptional community and patient-centered health care, educating tomorrow’s health-care workforce and conducting research that will improve the future quality and delivery of health care

» Connect Missouri to the world through international teaching, research, outreach and economic development programs

» Continually nurture and strengthen relations with alumni, a vital resource to the university’s missions
Educational Objectives & Actions:

1.1 Provide innovative undergraduate and graduate curricula that prepare people for meaningful and productive lives as citizens and leaders in their communities and the world

Action Needed:

» Complete current Task Force on General Education review of MU’s General Education Architecture and implement recommendations. Note that any significant changes to the general education requirements would require a vote of the general faculty.

  Responsible: Faculty Council

» Conduct campuswide review of graduate curricula and develop a white paper to address ways to accommodate changing future needs of graduate education.

  Responsible: Graduate School Dean, Graduate Faculty Senate

» Establish a committee of faculty, students, career advisers, and employers charged with seeking new connections between our curricula and career preparation so that students across campus are prepared for meaningful careers.

  Responsible: Graduate School Dean, Vice Provost for Undergraduate Studies

Recent Actions Taken:

» General Education Task Force Review completed and voted on by faculty in May 2011.

» Graduate Dean and Graduate Faculty Senate will provide white paper by March 2012.

» Employer Summits have been held for the past two summers (2010 and 2011) to gain feedback from recruiters and managers from companies that recruit graduates of MU. These summits have included feedback on career readiness.

» A chair for the committee is being recruited. Recommendations from deans and associate deans, MSA and GSA, Advisors Council and Career Center Council are being solicited. Employer panels will be used to secure input and feedback from a broad perspective.

» Based on student surveys, 87% of MU graduates who were employed found jobs related to their majors and 70% stay and work in Missouri.

» MU’s six-year graduation rate was 68.8% for the class of 2005 (state average is 54.4%; national average is 53.5%).

» MU is a full participant in the Great Plains Interactive Distance Education Alliance (GP IDEA), a consortium of 11 institutions. MU delivered courses to 133 graduate and 18 undergraduate students from outside MU as part of the Great Plains initiative. 127 graduate and 24 undergraduate MU students took courses provided by other members of the Great Plains initiative.

» The Nuclear Science and Engineering Institute offers courses through the Big 12 Engineering online consortium.

» The Volunteer Income Tax Assistance Program provides IRS training for undergraduate and graduate students through tax preparation services for vulnerable populations.

» New MS/RD (registered dietician) program will utilize the Mizzou Center at Blue Springs and become the first coordinated MA/RD program in the State of Missouri.

» Partnership with Renmin University (China) to deliver Master’s degrees in Financial Planning to Chinese students via a combination of distance education and residential coursework.
» Reciprocity agreement with University of Kansas College of Architecture allows Alumni of our BS Architectural Studies program to complete their Masters in Architecture at KU in 2½ years at in-state tuition rate.
» The School of Social Work collaborates with the Schools of Social Work at the University of Missouri-St. Louis and the University of the Western Cape (South Africa) to deliver programs for Missouri and South African social work students.
» The Department of Personal Financial Planning has cooperative major/minor CFP® Board registered degree programs with the Departments of Finance, Agricultural and Applied Economics, and the School of Law.
» The School of Social Work has two recently approved Graduate Certificate Programs, one in Military Social Work and one in Gerontological Social Work.
» Development of on-line Graduate Certificate in Agroforestry (School of Natural Resources) is attracting significant interest from international audiences and promoting exchange between researchers and practitioners worldwide.

1.2 Prepare graduates and faculty for the interconnected global environment by providing curricular and extra-curricular experiences with diverse cultures and languages

Action Needed:
» Appoint an umbrella group of interested parties and stakeholders to evaluate current campus activities, programs, and requirements for cultural and foreign language experiences and make recommendations for possible improvements, changes, or opportunities. 
  Responsible: Faculty Council
» Charge the Vice Provost for International Programs to report to Faculty Council on ongoing efforts and future plans to increase faculty involvement in the global community. 
  Responsible: Vice Provost for International Programs

Recent Actions Taken:

1.3 Continue to increase the diversity of the campus community to reflect the changing demographics of the state, region and nation

Action Needed:
» Provide a status report annually and adjust goals as deemed appropriate by the campus administration. 
  Responsible: Chief Diversity Officer, Vice Provost for Enrollment Management, Graduate School Dean
» Work with appropriate individuals to develop a community of scholars and to increase curricular choices to attract students in underrepresented areas. 
  Responsible: Provost, Chief Diversity Officer
Recent Actions Taken:
» 6,138 first-time-college students raised MU’s total undergraduate class size to 26,024. 6,545 graduate students and 1,236 professional students combined with the undergraduate population to give MU a total of 33,805 students in 2011.
  » The 2011 class of first-time-college students included 535 African American students (total African American enrollment is 2,277).
  » The 2011 class of first-time-college students included 222 Hispanic students (total Hispanic student enrollment is 884).
  » 688 undergraduate international students and 1,255 international graduate students.
  » 2.9% of entering freshmen had ACT scores of 33 or higher while 27.7% had ACT scores between 28-32.

» Data collection started. Anticipated completion of annual status report in May 2012.
» 13 underrepresented minority faculty members were recruited in 2010-11.
» Reestablished the Native American Indigenous Research Network.
» Continued participation in Diversity in Action: Bridging Theory and Practice Seminar Series.
» Provided funding to support lectures and symposia to enhance the scholarship of other cultures and diverse peoples. They include:
  » A two-day residency of Dr. E. Patrick Johnson, author, ethnographer, Queer Studies Scholar, Professor of African American Studies and Chair of Performance Studies at Northwestern University.
  » Georgina Herrera: A 21st Century Maroon – an international symposium on the life and works of a Cuban poet and playwright and a member of the Havana Black Renaissance movement.
  » Screening of Two Spirits, a film about a Native American transgender youth with lectures by the director, Lydia Nibley.
  » Poetry and Performance on Haiti from the Perspectives of Two Haitian-American Women Writers/Artists: Marilène Phipps-Kettlewell, poet and artist, Cambridge, MA and Gina Ulysse, associate professor of Anthropology, Wesleyan University.

1.4 Increase curricular and extra-curricular experiences in entrepreneurship, to prepare students for the dynamic careers of the 21st century

Action Needed:
» Appoint a person/office to identify and coordinate all ongoing efforts to build entrepreneurship on campus and develop a plan to meet student needs.

Responsible: Provost

Recent Actions Taken:
» A process has begun to appoint a faculty fellow, to be located in the Office of the Vice Provost for Economic Development, to coordinate entrepreneurial experiences on campus.
» New university-wide minor in entrepreneurship approved in January 2011.
» Dedicated space in the MU Student Center for student entrepreneurial ventures.
» New policy/procedure encourages/facilitates commercialization of student intellectual property.

1.5 Introduce creative new combinations of curricula that meet modern needs, such as combined BA/BS-Master’s programs, post-baccalaureate certificate programs, summer intensive workshops and others

Action Needed:
» Implement recommendations of the Entrepreneurial Revenue Committee and report annually on other efforts to meet this goal.

Responsible: Graduate School Dean, Vice Provost for Undergraduate Studies

Recent Actions Taken:
» The Vice Provosts for Undergraduate and Advanced Studies are working with the provost to implement recommendations in the Entrepreneurial Revenue Committee report while simultaneously addressing a mandate from the Missouri Department of Higher Education to address "low enrollment" programs at the university.
» Emphasis areas in Sport and Sport Venue Management have been established.
» Bachelor of Health Sciences has been implemented in the School of Health Professions. This degree is available both on campus and online.
» On-line/campus-based hybrid MBA in the Trulaske College of Business with first cohort beginning Fall 2012.
» Bachelor of Science degree in Athletic Training has been proposed by the School of Health Professions, and has been submitted for Board of Curators approval.
» Minor in Entrepreneurship has been created and approved.
» Faculty committee is reviewing the interdisciplinary degree in Environmental Studies.
» Five new graduate certificates approved by Graduate Faculty Senate in 2010 and five more in 2011.
» MU delivered courses to 133 graduate and 18 undergraduate students from outside MU as part of the Great Plains initiative. 127 graduate and 24 undergraduate MU students took courses provided by other members of the Great Plains initiative.
» BS-MS program in Soil, Environmental, and Atmospheric Sciences has been forwarded to Graduate Faculty Senate.

1.6 Strengthen MU’s collaborations with Missouri’s community colleges and K-12 programs to serve the varied and changing educational and training needs of citizens and to address the rapidly shifting, more diverse demographics in the state and the nation

Action Needed:
» Continue to strengthen collaborations with community colleges and report progress annually.

Responsible: Assistant Provost for Community College Partnerships

» Design campus response to UM System P-20 task force report and ensure coordination of existing MU initiatives.

Responsible: Deputy Chancellor
Recent Actions Taken:

» Annual meetings hosted by MU with Missouri community college presidents and chancellors.

» 29 new transfer articulation agreements finalized in 2010-11; 16 more in process.

» MU joined Columbia area community education and training strategic planning committee.

» Collaborated with community college partners in curriculum alignment supporting transferability in selected journalism, nursing and health sciences fields.

» MU/Moberly Area Community College’s “MU Connection Program” provided early MU advisement to students at MACC and guaranteed admission to MU upon earning an associate of arts degree.

» “Mizzou Transfer Ambassadors” worked with prospective and admitted transfer students to ease their transition to MU.

» Offered scholarships to the winners of the Missouri Community College Association’s Phi Theta Kappa academic honorary society’s All-Missouri Academic Team winners.

» Continued MU partnership between MU School of Health Professions and the Mizzou/Community College Health Professions Consortium to deliver by distance learning AAS degree programs in occupational and physical therapy assistant in collaboration with five rural Missouri community colleges. The first OTAs graduated in January, 2011, and the first PTA cohort began in the fall, 2011.

» The Commission on Student Success formed the Transfer Students Work Group to identify and eliminate impediments to transfer student success at Mizzou.

» Provost’s Office and Law School working to initiate two partnerships with community colleges.

» Established alliances between MU advisors and academic advisors at St. Louis, Moberly Area, St. Charles, and East Central Community Colleges.

» Launched a University-wide clearinghouse of K-12 related activities, programs, and resources through the Pre-College Opportunities Website and supporting print materials.

» Held second annual statewide college access and persistence conference bringing together over 300 educators, policy makers, community-based organizations and others.

» Implemented a strategic communication and recruitment plan with over 1,000 middle school and high school students that have previously participated in MU summer academies and camps.

» Hosted “Urban Education Days” for the administrators of the Kansas City and St. Louis City School Districts.

» Missouri College Advising Corps provided college advisors to 11 high schools servicing 8,000 students in St. Louis, Kansas City, and South Central Missouri area. Assisted Missouri high schoolers, who were primarily low-income, first generation and/or minority, with over 20,000 one-on-one and group advising sessions, complete over 2,000 FAFSA applications, submit over 2,000 college and scholarship applications, and secure nearly $6 million in scholarships, allowing them to apply to 330 unique postsecondary institutions and enroll in 214 of them. Participating schools saw an increase of 4.6% in college going rate, compared to an increase of 0.3% statewide.

» Expanded efforts to support high quality public charter schools in the St. Louis and Kansas City areas by monitoring new schools, suggesting improvements and ensuring accountability.

» Kauffman School, in Kansas City, sponsored by MU, opened in August 2011 with one hundred fifth graders in the first year. A new fifth grade class will be added each year until the school is complete from grades five through twelve.

» Jamaa Learning Center in the Ville neighborhood of St. Louis, sponsored by MU, opened in August 2011 with kindergarten, third and eighth grades, adding grades each year until the school is complete from grades kindergarten through eight.
Better Learning Communities Academy, a St. Louis Mayor’s office endorsed public charter school, located in the Hyde Park community, sponsored by MU, opened in August 2011, with kindergarten, first and second grades, adding a grade each year until the school is complete from grade kindergarten to grade five.

Organized, hosted and formalized state-wide Public School Charter Sponsor meetings, resulting in the newly formed Missouri Charter School Sponsors Network.

Opened the MU Charter School Office in the Mizzou Center in Blue Springs.

Missouri Partnership for Educational Renewal, affiliated with the College of Education, serves 22 school districts across the state that enroll 177,130 students.

The Sinclair School of Nursing has relationships with Community Colleges throughout Missouri to move Associate Degree in Nursing graduates seamlessly through our BSN Program. New articulation agreements have been established with seven community colleges with several others underway.

1.7 Working with state leaders and with other educational institutions, build on efforts like the Caring for Missourians program to ease the critical shortage of health-care professionals in the state and region

Action Needed:

- Develop and implement a plan to increase the number of MU graduates in the health care professions and report progress annually to the Chancellor.

Responsible: Vice Chancellor for Health Sciences

Recent Actions Taken:

- A comprehensive Health System-wide Strategic Plan was developed in the spring of 2011. One of six principal goals is to, “Build the Workforce of the Future”.

- Year One (Fiscal Year 2012) objectives include:
  - Create a Web-based Missouri Licensed Health Professionals Workforce Data System by June, 2012.
  - Apply for a minimum of two grants to fund the System by June, 2012.
  - Design and produce a preliminary version of a web-based portal to serve as a common point of entry for those seeking current, comprehensive information on the educational resources for health professionals available through the Health System.
  - Identify the core elements of best practices for high-performing clinical environments that also achieve outstanding health professional education.
  - Develop a systematic plan for interprofessional education to improve collaboration and the quality of patient-centered care. The plan will include the School of Medicine, the Sinclair School of Nursing, and the School of Health Professions.

1.8 Create “One MU,” a seamless system of high-quality courses, certificate programs and degrees delivered through innovative and flexible delivery systems that serve the needs of all
students, including full-time employees, veterans, older students and other non-traditional students

Action Needed:
» Implement earlier recommendations to eliminate distinctions between MU, MU Direct, Center for Distance and Independent Study, and Mizzou Online. All course work should be integrated under a single administrative structure. Efforts should be made to eliminate day/night and summer/non-summer distinctions; a single office should control the scheduling of classroom space for the entire day.

**Responsible: Provost**

» Appoint an oversight committee to examine alternative funding structures to replace the fragmented system currently used to support online courses and identify new revenue streams and effective incentive programs.
**Responsible: Provost, Faculty Council**

» Appoint a faculty task force to review existing policies for new course approvals and evaluate the impact of online delivery emphasis on existing courses and programs.

**Responsible: Faculty Council, Graduate Faculty Senate**

**Recent Actions Taken:**
» Faculty Task Force for On-line Academic Programs charged with examining both funding structures and impact on existing courses and programs.
» Multiple on-line and e-learning programs being integrated to single Mizzou Online platform.
» Evening and summer instructional programs will be aligned completely with day programs.
» Veterans’ Programs office established and policy streamlined for transfer of military coursework.
» 5,127 courses (77% of all courses), involving 3,400 faculty members, used Blackboard educational software in 2011; this was a one-year increase of 2.5% in the number of courses using this technology to share course materials, provide a discussion forum, and deliver grades.
» 380 courses, involving 16,287 students used Tegrity lecture capture technology and resulted in 152,584 hours of viewing outside the classroom. This represents a 34% increase over the number of courses employing this technology in 2010.
» 692 courses, involving 1,332 students used the Wimba conferencing software to allow 12,061 hours of collaboration outside of a traditional classroom setting.
» Mizzou Online offered 554 online courses in Academic Year 2010-2011 (6 more than in Academic Year 2009-2010).
» 6,672 in-state and 1,713 out-of-state students enrolled in 46,699 credit hours of online courses offered by MU in Academic Year 2010-2011.

**1.9 Provide well-prepared students opportunities for accelerated-degree programs**

Action Needed:
» Appoint a task force of faculty and administrators to explore expanding summer programs and/or consider a tri-semester model. New delivery models need to consider faculty compensation issues, the impact on student housing, advising, work study and scholarship availability as well as the potential economic impact on the local community.
Recent Actions Taken:
» Task force is being created with input from deans. The membership will represent the MU Honors College, both faculty and professional academic advisors, enrollment management, residential life, financial aid and associate deans for undergraduates. This task force will be convened at the beginning of October 2011 and asked to submit a report by March 31, 2012.
» College of Arts and Sciences has developed accelerated degree programs for Biological Sciences, English and Political Science allowing graduation in three years.

Research Objectives & Actions:

1.10 Stimulate scholarly activities that result in groundbreaking knowledge and creative activities in the arts, humanities, sciences and professions

Action Needed:
» Appoint a faculty-led committee to make recommendations for funding initiatives to stimulate scholarship with a particular emphasis on areas not covered by Goal 2.

Responsible: Faculty Council, Provost

Recent Actions Taken:

1.11 Observe the highest standards in research practice, ensuring that research projects are conducted humanely and ethically

Action Needed:
» Report annually to Faculty Council and the Chancellor on compliance issues related to the Office of Animal Research, Environmental Health, Institutional Review and other regulatory stakeholders and describe steps toward resolution.

Responsible: Faculty Council, Vice Chancellor for Research

Recent Actions Taken:
» Faculty Task Force conducted a Phase I review of the Campus Institutional Review Board application policies and procedures for human subject studies.
» Institutional Review Board application submission process streamlined and segregated to reflect diverse research proposals.
» Established the MU Faculty Advisory Committee on Intellectual Property to advise on policy and patent disclosure issues.
MU’s Office of Animal Resources participates in voluntary accreditation under the Association for Assessment and Accreditation of Laboratory Animal Care International.

1.12 Use Extension’s ties to every county in Missouri to deliver the latest in research findings to citizens and to test them in real-world applications, providing researchers feedback that guides future studies

Action Needed:
- Develop a plan that increases the interaction between extension personnel and MU faculty members not holding extension appointments.
  
  **Responsible: Vice Provost and Director of Cooperative Extension**
- Work with the MU Office of Research to prioritize research topics best suited for delivery to citizens and testing in real-world situations.
  
  **Responsible: Vice Provost and Director of Cooperative Extension**

Recent Actions Taken:
- New administrative structure to provide greater integration of programs.
- MU Extension faculty are developing other collaborations with faculty across the College of Arts and Science and Schools of Journalism and Law who do not hold traditional Extension appointments to conduct research and outreach programs.
- A newly formed Mizzou Advantage Networking Grant, “The Impact of Federal Health Care Reform Legislation on Missouri Citizens and Institutions,” led by Extension’s Labor Education Unit, involves 20 MU faculty in seven Colleges/Schools.
- The “Food Dialogue Center” seed grant, funded by Mizzou Advantage, engages MU faculty, private industry and Harvest Public Media to provide accurate, research-based information regarding food safety and biosecurity issues.
- MU Extension has funded the “Connecting Mizzou Advantage to Citizens of Missouri” to identify and prioritize research of most interest to Missouri’s citizens.

1.13 Build on MU’s existing strengths in entrepreneurial, cross-disciplinary research to create a risk-taking culture that inspires faculty, staff and students to innovate

Action Needed:
- Deans and Provost should identify barriers within each college and make recommendations within existing resources to create a culture that inspires innovation and allows and encourages risk taking. Deans should provide annual reports on these activities and highlight learning opportunities from failed good ideas.
  
  **Responsible: Deans and Provost**

Recent Actions Taken:
- New policy/procedure encourages/facilitates commercialization of student intellectual property.
- Mizzou Advantage hiring will be done primarily for interdisciplinary positions to strengthen the networks in the five initiative areas and educational programs.
Mizzou Advantage certificates established with the goals of making graduates adaptive in highly volatile areas of our society and economy.

Reports from Deans were discussed at the August 2011 Retreat and gathered throughout the 2011-2012 academic year.

The School of Medicine identified the following barriers:
  » legal reviews take too long
  » too many people have to sign off on hiring people
  » P&T process not conducive to team science or collaboration
  » the need of most faculty members to fund most of their own salary because of low state support.

College of Agriculture, Food and Natural Resources
  » New interdisciplinary graduate emphasis areas in Water Resources and Human Dimensions of Natural Resources.
  » Certificate program launched in Economics & Sociology of Institutions and Organizations.
  » New multidisciplinary Center for Collaboration and Development of Educational Innovations.

Trulaske College of Business
  » Launched a Student Angel program, open to students from across campus, that enables students to become directly involved in the assessment, due diligence and funding of pre-revenue-generating start-ups on campus and in the community.
  » Applied graduate coursework in business plan development and venture capital that prepared twenty-four students for a leadership role in high-growth ventures, directly causing the creation of at least one new venture in 2010 and $1.5 million in capital raised.

College of Education
  » Generates 38% (16,771 of 44,263) of graduate and undergraduate credit hours and 65% of Graduate Credit Hours (15,857 of 24,020) of the total e-learning course credits received by MU, with revenue generated by these e-learning courses funding more than 125 non-tenure track faculty, instructor, and staff positions in the college.
  » The number of interdepartmental collaborative grants and proposals in the College of Education increased to include 65 different departments/units on campus.
  » Manages the operations of 5 self-supporting auxiliary units that employ more than 400 people and have an annual operating budget of $7.1 million.

College of Engineering
  » Partnership with MU Extension Business Development Program to assist faculty and students in working with industries, particularly in matters of marketing, intellectual property, and contracting.

School of Medicine
  » The Tiger Institute for Health Innovation is a collaboration between MU and the Cerner Corporation to develop online medical record-keeping system.
» Institute for Clinical and Translational Science promotes interdisciplinary collaborations across campus using approaches such as Faculty Innovation Awards, Pilot Projects Awards and Interdisciplinary Trainee Travel Awards.
  » Approved degree programs in Clinical and Translational Science (not yet activated).

» MU Biodesign and Innovation Program is a collaborative effort between the College of Engineering and School of Medicine (Department of Surgery and Department of Orthopaedic Surgery) aimed at improving patient care through the invention and development of new medical technologies.
  » Dr. Anthony Harris, a 2008-2009 Biodesign and Innovation Program fellow, recently co-founded Adroit Motion, a start-up company focusing on minimally invasive surgical instrument design and manufacturing.

» Partnerships identified by the School of Medicine include:
  » Life Sciences Incubator at Monsanto Place which promotes space and in-house assistance for business planning, access to University faculty and students and access to potential investors.
  » ABC Laboratories, a mid-Missouri based company offering pharmaceutical development and agro/chemical testing services.
  » Harry S Truman Memorial Veterans’ Hospital.

Sinclair School of Nursing
» Manages the care of residents in Tiger Place, a residential care facility for older adults. This entrepreneurial initiative results in annual profits of $78,833 and serves as a venue for interdisciplinary research.
» Engaged in collaborative, cross disciplinary research with 10 different MU schools, colleges and departments.

1.14 **Further integrate undergraduate and graduate students in the intellectual and creative efforts of faculty**

Action Needed:
» Provide an annual report of scholarly activities, publications and/or projects that include undergraduate and/or graduate students.
  
*Responsible: Faculty, Graduate School Dean, Director of Undergraduate Research, Directors of Undergraduate Studies*

» Evaluate the feasibility of creating a reward/recognition mechanism for inclusion of undergraduate/graduate students in faculty scholarly activity. *Responsible: Provost*

Recent Actions Taken:
» Office of Undergraduate Research gathering data for academic year 2010-2011.
» Vice Chancellor for Research, Vice Provost for Undergraduate Studies, and Graduate Dean have been charged with evaluating the feasibility of a reward system.
The Sinclair School of Nursing obtained a specific endowment to support undergraduate student partnerships with faculty on their research.

1.15 Foster creative partnerships with businesses, other educational institutions, nonprofits and individuals to stoke innovations that will create new businesses

Action Needed:
- Establish benchmarks with 1, 3 and 5-year outlooks and report annually on progress to the Provost and the campus community.
  
  **Responsible:** Vice Provost for Economic Development

Recent Actions Taken:
- Economic Development Council will establish benchmarks by end of academic year 2011-12.
- Examples of recently recruited knowledge-intensive companies
  - IBM
  - Energetics Technologies (research and development in alternate energy) (Israel)
  - Immunophotonics (laser-assisted immunotherapy for breast cancer)
  - Pet-Screen (biomarker diagnostics for cancer and aging diseases in companion animals)
  - Tensive Controls, Inc. (biotechnology company developing drug therapies to treat cachexia)

- Examples of recently established start-ups
  - Adroit Motion (laparoscopic instrument development)
  - Dietary Innovations (a value added nutrition division of ValueAg)
  - Equinosis (systems for lameness evaluation in horses)
  - GrowSafe Systems (improve beef cattle efficiency and detection of early stages of illness in cattle)
  - Savage River Farms has been started with MU’s help to market ‘perfect’ meat substitutes starting with soy chicken. They have received capitalization by Kliner Perkins, a leading venture capital firm. MU owns part of the company, receives intellectual property Licensing revenues, and the company has agreed to start a plant in Missouri.
  - Organovo, based on MU’s intellectual property, makes replacement body parts from the patient’s own stem cells. They were named one of the top 50 inventions of 2010 by Time magazine.
  - Shasun NBI, LLC develops new nanoparticle-based drugs. A company in India sends millions of dollars to this company to create high-end drug discovery jobs in Missouri, thereby ‘reversing outsourcing’.

- Construction of MU Nutritional Center for Health, to be completed in 2013, will speed collaborations with commodities and food organizations to develop and test new and novel foods and food combinations prior to bringing them to market.
- Capstone courses in the Department of Textile and Apparel Management offer undergraduates real-life opportunities to work with companies and innovators.
  - An example is marketing plan for an MU engineering professor’s newly developed fiber technology and product development plans for ADTM Manufacturing—a growing Missouri softgoods manufacturing company.
Partnerships identified by the School of Medicine include:

- Cerner and Tiger Institute for Health Innovation
- State of Missouri Cancer Registry
- Columbia Orthopedic Group for Sports Medicine
- Missouri Telehealth Network with the state.

1.16 Generate an increased number of patents, licenses and start-up companies through aggressive and entrepreneurial research programs that make MU competitive with the best of publicly supported universities

Action Needed:

- Establish benchmarks with 1, 3, and 5-year outlooks and report annually on progress to the campus community.

  **Responsible: Vice Chancellor for Research**

Recent Actions Taken:

- Invention Disclosures: Fiscal Year 2010 - 73; Fiscal Year 2011 Goal - 80; Fiscal Year 2015 Goal – 110.
- 5 Start-up Businesses in 2010 licensed technology from MU.

Outreach Objectives & Actions:

1.17 Use the broad and deep resources of MU’s programs in the arts, humanities, sciences, professions, and intercollegiate athletics to partner with schools, community organizations and citizens to enrich the intellectual and cultural lives of all Missourians

Action Needed:

- Develop a plan to increase the showcasing of existing work by students and faculty (e.g. Saturday Morning Science) and develop a plan to expand or create novel programs that showcase other disciplines and programs to constituents across the state.

  **Responsible: Vice Provost and Director of Cooperative Extension, Assistant to the Chancellor for University Affairs, Associate Vice Chancellor for Alumni Relations, Provost, Deans, Director of Intercollegiate Athletics**

Recent Actions Taken:

College of Agriculture, Food and Natural Resources
» Outstate Research Centers educate thousands of high school students annually at Agricultural Education/FFA Field Days across the state.
» 499 tornado victims served through the Multi-Agency Recovery Center.
» Partnership with other business agencies to start a Business Recovery Center in Joplin to serve more than 500 business owners.
» Efforts underway through Cambio Center’s Cambio de Colones Conference to bring together faculty and students from the University of Missouri and other institutions of higher education in Missouri and Midwest with community organizations and citizens of Missouri to share best practices that facilitate integration of Latino newcomers into local communities.
» The Missouri Map Room and Community Issues Management websites of the Center for Applied Research and Environmental Systems (CARES) allow Missourians to explore and discover Missouri.
» CARES also collaborates with US Geological Survey and National Park Service to provide historical and geographic products highlighting Missouri.

College of Arts and Science
» The Museum of Art and Archaeology is developing public communications projects to greatly enhance the visibility of its programs and increase participation both on and off campus.

College of Education
» Missouri Partnership for Educational Renewal disseminates information and educational innovations to 22 member school districts across the state that enroll 177,130 students.
» "Star Light Reading Program" features MU student athletes reading to children in their classrooms using videoconference technology.
» eThemes is a free, online database of carefully selected, child-safe learning materials, provided by the School of Information Science & Learning Technologies and eMINTS National Center to K-12 teachers, saving millions of dollars in material costs. The eThemes website receives over 6,000,000 hits annually.

University of Missouri Extension
» Plans developed to:
  » Expand Council to Campus to community leaders
  » Create a Community Arts Program
  » Distribute Osher Lifelong Learning Institute presentations

School of Law
» The Law Library has digitized several special collections to make these more accessible to citizens of Missouri as well as to researchers, including the Lloyd L. Gaines Collection.
» Law Librarians taught legal research to individuals within the custody of the Missouri Department of Corrections.
1.18 Deliver the high-quality outreach programs that only a major research university can provide

Action Needed:

» Promote greater integration of Extension and the traditional on-campus units in their overlapping interactions with legislators, business leaders and the citizens of Missouri. Identify barriers that need to be removed as well as best practices that can be expanded or used to integrate and leverage our outreach efforts from all sectors. Report annually to Faculty Council and the campus community.

Responsible: Provost

Recent Actions Taken:

» Established Mizzou Center in Blue Springs to advance outreach/collaborations in the Greater Kansas City Area.
» The College of Education is creating a virtual school to deliver instruction worldwide.
» School of Health Professions, in collaboration with community colleges, is delivering physical therapy assistant and occupational therapy assistant programs to rural Missourians.
» Pilot program in Community Arts initiated by MU Extension.
» Sinclair School of Nursing Outreach provides ~74 programs to 1,600 continuing education participants each year.
» Show-Me-Select Replacement Heifer Program in the College of Agriculture contributes $3.5 million annually to Missouri’s economy.
» Working with Extension, the College of Human & Environmental Sciences activities include:
  » Volunteer Income Tax Assistance Program, operated by the Department of Personal Financial Planning, provides tax preparation help to 3,793 low income individuals, resulting in federal refunds of $4,303,645 at a cost savings of $758,600.
  » The School of Social Work offers a Masters of Social Work in two state locations to increase social work capacity in rural areas.
  » Nutrition and Exercise Physiology delivers nutrition education to every county of Missouri via Food Stamps and the Expanded Food and Nutrition Education Program.
  » The Focus on Kids Program, through Human Development and Family Studies, provides pre-divorce counseling to reduce impact on child outcomes in 50 counties.
  » Architectural Studies provides environmental design and housing outreach to vulnerable rural communities.
  » The Department of Personal Financial Planning and the Department of Learning, Teaching, and Curriculum have prepared and initiated an online course designed to keep Missouri teachers of personal finance current.

» MU has joined with the United States Navy, Washington University, the St. Louis Science Center, and private firms in the St. Louis area, to improve the level of engagement of minority students in the Science, Technology, Engineering, and Math (STEM) disciplines.
Building on MU’s existing strengths in policy analysis, provide the state’s political and business leaders with the research and consulting services that will help them build stronger communities

Action Needed:

» Develop a plan for how MU can better respond to the needs of the business and political community.

   Responsible: Provost

Recent Actions Taken:

» The Food and Agricultural Policy Research Institute produced 10 reports on food and agriculture policy in Fiscal Year 2010 for Congress and other policymakers.

» The Institute of Public Policy evaluated the Department of Corrections’ community-based drug treatment programs for former prisoners, the Pregnancy Prevention program administered by the Department of Health and Senior Services, and Phoenix House’s treatment program for ex-offenders.

» The Institute of Public Policy produced 26 reports and policy briefs in Fiscal Year 2010.

» The Truman School conducted 40 leadership development programs and implemented 27 organizational improvement projects for state and local government as well as nonprofit agencies in Fiscal Year 2010.

» The Center for the Study of Organizational Change conducted a comprehensive organizational assessment of the Columbia Police Department.

» The Graduate Institute for Cooperative Leadership (GICL) is a global, research-based executive education center drawing on recent advances in organizational economics/sociology and management science to develop life cycle organizational models and diagnostic tools for producer-owned firms.

   » GICL’s hallmark programs include an annual week-long Summer Institute featuring a unique mix of research and experiential-based learning for senior management and a biennial Board Chair/CEO Conference focused on unique aspects of governance in the cooperative firm.

   » GICL conducts approximately 15 customized programs each year and has worked in more than 40 countries – including Argentina, Australia, Brazil, Canada, Finland, Germany, India, Kenya, Sweden, UK, Uruguay, New Zealand.

» The Trulaske College of Business Crosby MBA program students engage in faculty-supervised consultancy that allows them to obtain applied experience while also engaging in deep research on behalf of clients locally, statewide and nationally.

» The Center for Family Policy and Research provides expert analysis to state legislators and others regarding the impact of proposed and existing state policies on Missouri’s children and families.

» The Department of Textile and Apparel Management offers expert consulting in the areas of cause-related marketing, sustainability, and textile recycling for municipalities and businesses.

» Professor David Mitchell serves during 2011-2012 as a Supreme Court Fellow with the Missouri Supreme Court.
1.20 Using the unique international resources of a major research university, act as Missouri’s bridge to the world — bringing international experts and resources to the state and taking MU’s and Missouri’s intellectual resources out to the world

*Responsible: Chancellor*

Recent Actions Taken:

- The 11th Harry S Truman Conference brought international scholars to the MU campus in August, 2011 to discuss a theme of “Korea – Dynamic Player on the World Stage.”
- In collaboration with the Shanghai Normal University, MU’s new Confucius Institute was opened in April, 2011. The goal of the Institute is to bring Chinese language education to K-12 and university students and promote business development between Missouri and China.
- MU hosted more than 120 internationally-focused educational, cultural, and business delegations as well as foreign and diplomatic delegations to the University of Missouri during Academic Year 2010-2011.
- 1,146 MU students participated in study abroad during Academic Year 2009-10.
- 1,627 international students (1,165 graduate, 462 undergraduate) enrolled at MU in Academic Year 2010-11 representing 20% of MU’s graduate student enrollment and 5% of MU’s total enrollment.
- International scholars at MU included 616 exchange visitors (J-1 Scholars) and 227 employees (H1 + other visas) in Academic Year 2009-10.
- MU maintains approximately 200 International Memoranda of Understanding agreements with top universities in more than 45 countries. China and South Korea together account for nearly a quarter of the universities active agreements.
- MU Transatlantic Center orchestrated a visit of 14 faculty members to Brussels for meetings with colleagues from Ghent University, the University of Liege, and the Universite libre de Bruxelles. Missouri professors also visited the European Commission, heard from a NATO representative and visited the American Chamber of Commerce in Brussels.
- MU Transatlantic Center, in collaboration with the University of Missouri Library System, brought Paul Thirion, director of libraries for the University of Liege, to MU to present during Open Access Week 2010.
- Chancellor Brady Deaton was appointed by President Obama to chair the Board for International Food and Agricultural Development; the Board provides advice on issues of global food insecurity.
- Vice Provost Handy Williamson serves as President of the Association for International Agriculture and Rural Development for 2011-2012. The Association fights world hunger by providing advice on international agriculture and rural development.
- Engagement of faculty and graduate students with multiple universities in Europe, Canada, and US as part of International Comparative Rural Policy Studies consortium, a growing international network of social scientists.
- The Food and Agricultural Policy Research Institute is a joint research program between MU and Iowa State University, established in 1984 by a grant from the U.S. Congress, to prepare baseline projections for the U.S. agricultural sector and international commodity markets and to develop capability for policy analysis using comprehensive data and computer modeling systems of the world agricultural market.
- Mizzou Advantage facilitators traveled to University of the Western Cape with members of the MU Global Scholars program to expand ongoing collaborations, resulting in new and expanded collaborations including
a 2010 South African Partnership Award from the University of Missouri South Africa Education Program committee.

» College of Engineering faculty chaired the 18th IEEE International Pulsed Power Conference in Chicago, IL (22 countries represented) and the IEEE Healthcom’11 Conference on the MU campus (23 countries represented).

» Biological Sciences faculty hosted the 13th International Meeting on Invertebrate Sound and Vibration with over 100 participants and 11 countries represented in June, 2011.

» MU partners with state-wide organizations, The Missouri Biotechnology Association, and Missouri Department of Economic Development to represent Missouri at international biotech industry intensive events such as BIO, BIO-Japan, and Futurallia.

» The Graduate Institute for Cooperative Leadership (GICL) is a global, research-based executive education center drawing on recent advances in organizational economics/sociology and management science to develop life cycle organizational models and diagnostic tools for producer-owned firms. GICL’s hallmark programs include an annual week-long Summer Institute featuring a unique mix of research and experiential-based learning for senior management and a biennial Board Chair/CEO Conference focused on unique aspects of governance in the cooperative firm. GICL conducts approximately 15 customized programs each year and has worked in more than 40 countries – including Argentina, Australia, Brazil, Canada, Finland, Germany, India, Kenya, Sweden, UK, Uruguay, New Zealand.

» The School of Medicine houses the International Institute of Nano and Molecular Medicine and is involved in pivotal international efforts to research illnesses affecting the global population.

» The Missouri School of Journalism sponsors two Brussels-based programs for the University of Missouri’s undergraduate students, opportunity to explore and report on issues related to the European Union and the transatlantic relationship.

» Partnership with Renmin University (China) to deliver Master’s degrees in Financial Planning to Chinese students via a combination of distance education and residential coursework.

» The School of Social Work collaborates with the Schools of Social Work at the University of Missouri-St. Louis and the University of the Western Cape (South Africa) to deliver programs for Missouri and South African social work students.

» Development of on-line Graduate Certificate in Agroforestry (School of Natural Resources) is attracting significant interest from international audiences and promoting exchange between researchers and practitioners worldwide.

» The Graduate School actively supports international graduate students in numerous ways, which include providing valuable training in the International Teaching Assistant Program. Additionally, international educational opportunities abound through the Preparing Future Faculty Program, the International Development graduate minor, and generous financial support for graduate student academic research conference talks.

1.21 Expand links between communities and the campus through student service-learning internships at schools, hospitals, social service agencies and businesses

Action Needed:

» Establish benchmarks with 1, 3 and 5-year outlooks and report annually to the Chancellor and Faculty Council on student service-learning internships.
Recent Actions Taken:
» Between 2006 and 2011, the MU Serves Project has increased community collaboration from 160 to 210 community partners as well as 70 government offices.
» Over the last five years, student participation in service-learning projects has increased 58%, from 2,429 students in 2006 to 3,841 students in 2011.
» Service to the community in the context of academic coursework has increased by 54%, from 97,200 hours in 2006 to 150,000 hours in 2011. From 2006 to 2011, a total of 15,207 students performed 599,850 hours of service in the Columbia community.
» During Academic Year 2010-2011, 144 sections of service-learning courses were offered, for a total of 13,926 student credit hours.
» Future Program Development: Increase student participation—
  » 1 year outlook—4,200 enrolled in service-learning courses, 16% of undergraduates/year
  » 3 year outlook—4,600 enrolled in service-learning courses, 18% of undergraduates/year
  » 5 year outlook—5,170 enrolled in service-learning courses, 20% of undergraduates/year

Economic Development Objectives & Actions:

1.22 Develop a laboratory-to-Main Street system in which MU Extension works with faculty, students and staff across the campus to ensure that the latest research quickly reaches the citizens and enterprises that can use them to better their communities

**Responsible: Vice Provost for Economic Development**

Recent Actions Taken:
» Lab-to-Main Street system will be developed by end of Fiscal Year 2012.
» The College of Agriculture’s Entrepreneurial Scholars and Executives in Residence program fosters entrepreneurial students.

1.23 Collaborate with economic development agencies throughout the state to foster economic growth

**Responsible: Vice Provost for Economic Development**

Recent Actions Taken:
» MU engaged with 16 local, regional, and statewide Economic Development agencies in Fiscal Year 2010.
» In cooperation with the Missouri Partnership and REDI, recruited IBM and 700 new jobs to Columbia, Missouri.
» Created a “Statement of Support” for economic development organizations which outlines MU assets and resources valuable for attraction and recruitment of new businesses.

1.24 Convene meetings of regional, national and international business, academic and civic leaders to connect Missourians with the people and ideas that will drive the 21st century economy

Responsible: Vice Provost for Economic Development

Recent Actions Taken:
» MU engaged with 16 local, regional, and statewide Economic Development agencies in Fiscal Year 2010.
» Missouri Musculoskeletal Conference organized and held by MU and UMKC in Kansas City. An international follow-on conference to be held in 2013.
» The Graduate Institute for Cooperative Leadership (GICL) is a global, research-based executive education center drawing on recent advances in organizational economics/sociology and management science to develop life cycle organizational models and diagnostic tools for producer-owned firms.
» GICL’s hallmark programs include an annual week-long Summer Institute featuring a unique mix of research and experiential-based learning for senior management and a biennial Board Chair/CEO Conference focused on unique aspects of governance in the cooperative firm.
» GICL conducts approximately 15 customized programs each year and has worked in more than 40 countries – including Argentina, Australia, Brazil, Canada, Finland, Germany, India, Kenya, Sweden, UK, Uruguay, New Zealand.

1.25 Work with regional political and business leaders to recruit knowledge-intensive businesses, existing and start-up, to Missouri

Action Needed:
» Establish benchmarks with 1, 3 and 5-year outlooks and develop goals. Report annually on progress to the Provost. Work with the Economic Development Council and Cabinet to develop appropriate communication strategies.

Responsible: Vice Provost for Economic Development

Recent Actions Taken:
» MU’s Economic Development Council will establish a strategic action plan and benchmarks with 1, 3 and 5-year outlooks by the end of Fiscal Year 2012.
» MU & UMKC will hire an Entrepreneurial Officer to jointly market our technology to businesses in the Greater Kansas City Area.
» In cooperation with the Missouri Partnership and REDI, recruited IBM and 700 new jobs to Columbia, Missouri.
» Created a “Statement of Support” for economic development organizations which outlines MU assets and resources valuable for attraction and recruitment of new businesses.
» The Small Business and Technology Development Center, Missouri Innovation Center, and Life Sciences Incubator assisted student and faculty businesses.
CLIMB (Collaboration Leadership and Innovation for Missouri Business) was established by MBA students to provide an open-source framework and platform for students, faculty and community members of Missouri to present entrepreneurial ideas and form teams to generate new innovative business opportunities in Missouri.

- Received $100,000 Kauffman Award for creative approaches to moving innovations to market.
- Knowledge-intensive recruitment activities include the Confucius Institute, Bio Benchmarking tour, Mizzou Advantage Industry/Academia symposia.
Goal 2:
Build the Mizzou Advantage, a set of five focused, interdisciplinary initiatives that capitalize on existing strengths and bring new international distinction to MU

Networks of faculty, staff, students and external partners will build on five targeted areas of existing strength to create major initiatives that tackle some of the most exciting challenges of our era by bringing together researchers from many disciplines. These networks will engage in a range of interdisciplinary activities, including innovative interdisciplinary teaching, multi-division research projects, conferences and symposia, clinical trials and hands-on collaborations with external partners, to name a few. Each initiative will have a significant international component, bridging research and teaching on the MU campus to partners around the globe. Fluid and adaptive, the networks will likely change composition and focus through the years to adjust to changes in the environment. The initiatives (in alphabetical order) are:

Food for the Future
Birthday cakes and matzoh balls, the economic power of U.S. agriculture, Cézanne’s fruits, the importance of nutrition to health, humanitarian efforts to end hunger around the world — these all attest to the central role that food plays in every aspect of human life and our urgent need to better understand its production, distribution, consumption, and cultural meanings. Drawing upon the resources on campus and around the state, nation and the world, the Food for the Future initiative enhances existing strengths on campus — for example, in the College of Agriculture, Food and Natural Resources, Food for the 21st century, MU Extension and programs in medicine, nursing, literary studies, history and the health sciences. It will draw faculty from other disciplines eager to work collaboratively on this theme, central to human existence.
Media of the Future

This initiative focuses on how new media technologies and paradigms change the world around us and how we — as citizens and professionals — respond. Building upon strengths in journalism, the Reynolds Journalism Institute, the College of Arts and Science, the Center for the Digital Globe, engineering, and information sciences and learning technologies and reaching out to researchers in virtually every discipline, Media for the Future will stimulate interdisciplinary teaching, research, outreach and economic development efforts that will have impact throughout the globe.

One Health, One Medicine: The Convergence of Human and Animal Health

MU’s vigorous interdisciplinary tradition and the presence of internationally recognized strengths in medicine, veterinary medicine and animal science make this initiative a natural one for world leadership by MU. It will involve faculty who work in such areas as health communication, health policy, ethics, environmental sciences and national security. Themes could include public health, clinical/translational research, comparative models for human and animal medicine, zoonotic disease, pandemics and bioterrorism prevention.

Sustainable Energy

MU is uniquely poised to be a national and international leader in the efforts to develop and bring to market reasonably priced and environmentally friendly energy. MU boasts the nation’s largest university nuclear research reactor and has strong ties to the nation’s agribusiness industry. It also has wide and deep research strengths in biofuels, engineering, and basic and applied sciences. Equally important, this initiative draws upon the resources of a rich interdisciplinary community — of economists, ethicists, designers and architects, sociologists and public policy experts, among others — able to explore the complex ways that energy policies and technologies affect the health of our state, nation and world.

Understanding and Managing Disruptive and Transformational Technologies

From fire to fusion, new technologies have disrupted and transformed economic, social and civic life around the globe. Transformational technologies include not just new hardware and software but also new processes and systems. Because they have the potential to disrupt all facets of human life, virtually every discipline on campus can collaborate in teaching and research programs for this initiative. It will draw on existing strengths in business, engineering, physical and social sciences, the life sciences, nanotechnology and several programs that produce and analyze data.
Educational Objectives & Actions:

2.1 Leverage the interdisciplinary networks of the initiatives to create a climate in which students, faculty, staff, alumni and administrators engage across demographic, social and interpersonal differences through curricular and co-curricular activities that prepare students for lives and careers in a multicultural global community

Action Needed:
» Create a database that will track interdisciplinary networks within each initiative and across initiatives.
   Responsible: Informatics Institute and members of “Architecture of Collaboration” (Mizzou Advantage-funded project), Mizzou Advantage Program Director

Recent Actions Taken:
» Gathered pertinent data of internal and external collaborators on Mizzou Advantage projects, including two rounds of internal awards.
» Created new database to capture the interdisciplinary networks of the Mizzou Advantage Initiatives highlighting the academic departments of participating faculty and their interactions.

2.2 Establish undergraduate and graduate certificate programs with interdisciplinary courses centered on the theme of the initiative

Action Needed:
» Facilitate connections among academic units and support the development of interdisciplinary certificate programs.
   Responsible: Mizzou Advantage Facilitators and Education Coordinator

Recent Actions Taken:
» Developed the structure for a modular curriculum and certificate program for the Food for the Future focus area, to be used as a model for additional modular curricula and certificates. The program is currently competing for additional funding through a USDA Higher Education Challenge grant.
» Supported interdisciplinary certificate program development in initiative areas, including undergraduate digital global studies, behavior analysis for human service professionals, evolutionary studies, science studies and human-animal interaction.
» Development of on-line Graduate Certificate in Agroforestry (School of Natural Resources) is attracting significant interest from international audiences and promoting exchange between researchers and practitioners worldwide.

2.3 Expand and diversify learning opportunities for students inside and outside the classroom

Action Needed:
» Create problem-based learning courses and blended classroom/on-line hybrid classes.
» Develop initiative-related extra-curricular experiences such as residential learning communities, corporate and non-profit internships and service learning projects.
» Offer initiative-related cross-cultural experiences for students and faculty, including study abroad opportunities.
» Use new technologies to bring scholars and other experts to campus, including virtually, from around the world.
» Create postdoctoral fellowship program to provide training and support the development and teaching of new interdisciplinary courses related to Mizzou Advantage.
» Utilize postdoctoral fellows to develop and teach interdisciplinary courses related to Mizzou Advantage areas.
» Increase employability of MU recent doctorates.

Responsible: **Mizzou Advantage Facilitators and Education Coordinator, Graduate School/Office of Postdoctoral Education**

Recent Actions Taken:
» Piloted the Undergraduate Research Team program, which connects undergraduates from various disciplines with faculty mentors for project-based learning.
» The College of Engineering developed a series of modular courses “Powering America,” leading to a minor (beginning Fall 2011).
» Funded five Mizzou Advantage projects that involve student research or other participation.
» Developed an action plan, in coordination with the Department of Residential Life, for integrating Mizzou Advantage into Freshman Learning Communities and other Student Affairs programming.
» Several new short ‘literacy modules’ were created for freshmen interest groups (e.g., media literacy, health literacy, and financial literacy).
» Mizzou Advantage facilitators traveled to University of the Western Cape with members of the MU Global Scholars program to expand ongoing collaborations, resulting in new and expanded collaborations including a 2010 South African Partnership Award from the University of Missouri South Africa Education Program committee.
» Mizzou Advantage education coordinator is collaborating with MU’s International Center and Graduate School to develop a framework for a global leadership program.
» An Academia-Industry Conference was held in August, 2011 during which industry leaders discussed curricula to better address their workforce needs. A second conference is planned for January, 2012.
» Created the Mizzou Advantage Preparing Future Faculty Postdoctoral Fellowship, which provides mentoring, professional development and teaching experience to five postdoctoral fellows each year.
» Embedded eight Academic Technology Liaisons in academic units across campus to promote effective quality teaching with technology.
» The Department of Nutrition and Exercise Physiology has developed one course into an online course and just launched a blended course in the summer of 2011 which is being evaluated to a fully online course in 2012.
» The curriculum in Medical Dietetics blends practicum experiences (supervised practice) with didactic coursework. The planned expansion to an MS/RD degree will blend distance learning with practicum didactic experiences.
» MU Campus Facilities partners with the Department of Architectural Studies in offering student internships and field experiences.
» The City of Columbia offers internships in sustainable design and historic preservation to students in the Department of Architectural Studies.
» Internships are required for students in CFP® Board registered degree programs offered by the Department of Personal Financial Planning.

» Volunteer Income Tax Assistance Program, operated by the Department of Personal Financial Planning, provides tax preparation help to 3,793 low income individuals, resulting in federal refunds of $4,303,645 at a cost savings of $758,600.

» The School of Social Work offers both online and blended online and interactive television courses for its off- and on-campus students.

» Students in the School of Social Work spend an average of 89,520 hours in field work settings each year--equal to the workload of 44 full-time employees.

» Initiated interdisciplinary team project titled Cross-Disciplinary Talk and Collaboration: From Scientific Discovery to Biotech Product. Diverse community of undergraduates and faculty advisors are engaging in disciplinary crosstalk, spanning agricultural economics, agribusiness management and medical/insect/plant science. Participating students will understand the process and execution of science (basic and translational), how science is a generator of marketable biotech products, and opportunities for international collaboration.

Research Objectives & Actions:

2.4 Increase stature of MU as an international leader in interdisciplinary areas, research and creative activities

Action Needed:
» Produce a significant body of interdisciplinary research, including books, refereed articles and convention papers, creative products/activities, Web content and articles for trade and general publications.

» Engage groups or individuals at other universities in collaborative research, including experiments in the use of innovative software to facilitate virtual teams of researchers working from around the world.

» Collaborate with leaders in the field, through “super summits,” conferences featuring both established and emerging leaders; one-on-one recruitments of National Academy members and creative on-going appointments to the MU faculty (summer, one-week, etc.).

Responsible: Provost, Office of Institutional Research, Deans, Mizzou Advantage Facilitators

Recent Actions Taken:
» Seed monies were provided to 64 interdisciplinary research teams in two rounds of awards. In round one nearly $1 million was awarded to 26 teams, and in round two $1.4 million was awarded to 38 teams.

» 471 external collaborators were involved in the Mizzou Advantage awards. In round 1, there were 5 external collaborators, including 4 collaborators at 3 universities, and 105 internal collaborators from 52 different departments. In round 2, there were 67 external collaborators, including 48 collaborators at 35 universities, and 294 internal collaborators from 86 different departments.

» Over 1,500 participants from more than 20 countries attended national and international symposia at MU.

» Mizzou Advantage facilitators, working with the offices of Economic Development, Constituent Relations, and Corporate Relations, have connected more than 500 individuals on and off campus to form a constantly changing number of teams, think tanks and networks that focus on specific projects and outcomes.

» The Chancellor’s Distinguished Visitors program brought 25 visitors to campus from 4/20/09 to 11/18/2011.
Two distinguished hires are under negotiation.

President Obama appointed Chancellor Deaton as Chair of the Board for International Food and Agricultural Development.

Chancellor Deaton addressed government, academic and business leaders in Washington at Feed the Future Research Forum.

Dr. James Birchler elected to the National Academy of Sciences in April 2011.

Dr. Peter Sutovsky received the Big 12 Rising Star Award and the Technology Innovation Award, Oregon Health & Science University.

Dr. Jerry Taylor, member of the multistate Cattle Genomics Consortium, received the USDA Secretary’s 2010 Group Honor Award for novel discoveries leading to the development of a commercial cattle DNA assay and developing methods for incorporating data into the national dairy cattle genetic evaluation system.

Dr. Jerry Taylor is PI on a multistate $5 million USDA NIFA grant and Co-PI on another $10 million multistate research grant to improve beef cattle efficiency and health.

Dr. Douglas Randall reappointed to National Science Board.

Architectural Studies and Textile and Apparel Management in the College of Human & Environmental Sciences have been nationally ranked (10 and 17 respectively) by their peers.

College of Engineering faculty chaired the 18th IEEE International Pulsed Power Conference in Chicago, IL (22 countries represented) and the IEEE Healthcom’11 Conference on the MU campus (23 countries represented).

Biological Sciences faculty hosted the 13th International Meeting on Invertebrate Sound and Vibration with over 100 participants and 11 countries represented in June, 2011.

College of Agriculture, Food and Natural Resources

Plant and animal sciences at MU ranked 15th best in the world and 8th best in the United States by the Times Higher Education rankings.

Engagement of faculty and graduate students with multiple universities in Europe, Canada, and US as part of International Comparative Rural Policy Studies consortium, a growing international network of social scientists.

Selection of two Division of Applied Social Sciences faculty members for ‘Blue Ribbon Panels of Experts’ for the national Council on Food, Agricultural and Resource Economics.

Hosted conference ‘Corporate Governance: The Role of the Board of Directors in Understanding Disruptive and Transformational Technologies’, as part of Corporate Governance project undertaken by collaborative team. Linked to internationally-recognized entrepreneurship program at the University.

2.5 Stimulate graduate and undergraduate collaborative research with faculty

Action Needed:

Establish assistantships, internships, participation in on-campus conferences and symposia and support for research-related travel. Develop interdisciplinary research teams at the undergraduate and graduate level.

Responsible: Mizzou Advantage Facilitators and Education Coordinator
Recent Actions Taken:
» Mizzou Advantage established an Undergraduate Research Team program that matches faculty mentors with undergraduates from different disciplines to work on project-based research.
» The MU Graduate Student Association and the Graduate School developed and began a graduate peer-mentoring program for the 2011-2012 academic year. Starting in 2012, the program will form groups around Mizzou Advantage areas.

2.6 Increase the number of large-scale proposal submissions in Mizzou Advantage areas

Action Needed:
» Provide faculty with training and administrative support to develop cooperative grant proposals.
» Increase post-award grant management infrastructure.
» Increase support for the grantwriter network.
» Develop strategies to support innovative research and collaborations with the public and private sectors.

Responsible: Provost, Mizzou Advantage Facilitators

Recent Actions Taken:
» Mizzou Advantage grant writer hired to work with faculty, facilitators, and the grant writing network to support mega-grant and contract proposals.
» A $45 million USDA/NIFA/AFRI CAP proposal that formed a consortium of 16 universities, 9 community colleges, 4 federal agencies, 2 national labs, 12 corporate partners and 4 non-profits, including more than 95 individual collaborators and 26 subcontracts was submitted. The proposal was selected as one of 8 in the nation to participate in a reverse site visit in Washington D.C. Funding decision has not been announced.
» Memorandum of Understanding between MU and Los Alamos National Laboratory was developed and signed to facilitate research, education, student fellowship and collaborative grant submission (Department of Energy and Department of Homeland Security are primary targets for funding).
» Memorandum of Understanding with Ft. Leonard Wood and ongoing efforts with Army Research Lab resulting in approximately $4 million/year in additional research funding to date, with particular emphasis on Human Factors and Systems engineering and strategic communications.

Outreach Objectives & Actions:

2.7 Use the broad and deep resources of Mizzou Advantage; offer educational opportunities on Mizzou Advantage Initiatives to enrich the quality of lives of Missourians

Action Needed:
» Work with K-12 and community college teachers in Missouri to develop pedagogical materials and approaches related to the initiatives.
» Offer initiative-related summer workshops for alumni and high school students.
» Offer educational opportunities on initiative themes throughout Missouri in collaboration with other universities, community colleges, service clubs, community groups and schools.

*Responsible: Vice Provost and Director of Cooperative Extension*

Recent Actions Taken:
» Missouri Youth Development Academy trained 811 professionals reaching a conservative estimate of 48,590 youth in 2010-11.
» Missouri Afterschool Network partnership for professional development involves 14 Missouri-based entities (6 State of Missouri, 6 Universities and Community Colleges, 2 Foundations).
» 4-H Center for Youth Development reaches 4,000 youth, parents, volunteers and professionals through on- and off-campus mentoring programs.
» State 4-H Congress bringing Missouri 4-H’ers ages 14 to 19 to the Mizzou campus to connect with faculty for educational opportunities, elect youth leadership and experience campus living.
» Summers@Mizzou bringing any youth ages 12 to 18 to the Mizzou campus to connect with faculty for educational opportunities and experience campus living.
» Youth Futures: College Within Reach bringing first-generation high school youth to the Mizzou and Lincoln University campuses to learn about college enrollment procedures, financial aid, engage in educational opportunities focused on succeeding in college and experience campus living.

» Aerospace Camp brings 120 middle school youth to the Missouri S&T campus to explore aeronautics and space flight.
» Soccer Academy in northeast Kansas City School District enrolls approximately 100 youth to promote healthy living, leadership and citizenship.
» 4-H LIFE (Living Interactive Family Education) serves families of 300 offenders throughout Missouri Correctional facilities offering mentoring, parenting skill classes and youth educational and leadership experiences.
» Missouri 4-H Homegrown Leaders Project in Barry, Dade, Dallas, Polk, Oregon, Dunklin and Ripley counties involves 130 youth and 35 community partnerships to address social, cultural, economic and environmental concerns.
» Sixty scholarships for 4-H Youth and former 4-H members pursuing post-secondary study at Missouri institutions.

**Economic Development Objectives & Actions:**

**2.8 Graduate leaders and a world-class workforce in initiative-related fields**

**Action Needed:**
» Network with state, regional and national business, government and non-profit leaders and the state’s community colleges.

*Responsible: Office of Technology Management and Industry Relations*
Recent Actions Taken:

» Increased student inventor and faculty contact with investors through establishment of Missouri Technology Expo.

» MU partners with state-wide organizations, The Missouri Biotechnology Association, and Missouri Department of Economic Development to represent Missouri at biotech industry intensive events such as Missouri Technology Expo, Missouri Life Sciences Summit, Association of University Technology Managers annual meeting, Licensing Executives Society conferences, MOBIO, BIO International and BIO-Japan.

» Provide Graduate Research Assistantships for programs that foster student technology transfer experiences.

» Newsy, a multisource video news service headquartered in Columbia, provides students with opportunities for employment and business management experience.

» The MU Biodesign Innovation Fellowship program trains fellows on intellectual property issues.

» Template agreements developed to support private sector sponsorship of student capstone experiences.

» Established the student-focused organization, CLIMB (Collaboration, Leadership, Innovation for Missouri Business) to promote student entrepreneurial activity.

» Received Kauffman Foundation Grant to promote interdisciplinary student entrepreneurship.

2.9 Increase numbers of commercial applications, start-ups and patents

Action Needed:

» Invent, test and license or patent significant new technologies, leading to start-up companies or new business models.

» Collaborate with leaders in the field through “super summits” of conferences featuring established and emerging leaders, one-on-one recruitments of National Academy members and creative ongoing appointments to the MU faculty (summer, one-week, etc.).

Responsible: Office of Technology Management and Industry Relations

Recent Actions Taken:

» Invention Disclosures: Fiscal Year 2010 - 73; Fiscal Year 2011 Goal - 80; Fiscal Year 2015 Goal – 110.


» New Licenses/Options executed: Fiscal Year 2010 – 38; Fiscal Year 2011 Goal - 40; Fiscal Year 2015 Goal - 45.

» 5 Start-up Businesses in 2010 that licensed technology from MU.

» Established UMKC-MU Memorandum of Understanding to facilitate technology commercialization in the Kansas City Region.
2.10 Enhance the economic development activities in initiative-related themes

Action Needed:

» Increase the number of jobs created and/or retained through MU Extension programs.
» Foster relationships with regional and statewide economic development organizations.
» Invite state business leaders to participate in initiative-related courses, workshops and meetings with students.

**Responsible: Vice Provost for Economic Development, Office of Constituent Relations**

Recent Actions Taken:

» MU and Extension Business Programs contributed to the State of Missouri
  » creation and retention of 16,173 jobs
  » increased sales of $514,599,270
  » increased government contracts of $467,700,000
  » assistance obtaining $204,073,294 in loans and equity

» Created a “Statement of Support” for economic development organizations which outlines MU assets and resources valuable for attraction and recruitment of new businesses.
» MU engaged with at least 16 local, regional, and statewide Economic Development agencies in Fiscal Year 2010.
» In cooperation with the Missouri Partnership and REDI, recruited IBM and 700 new jobs to Columbia, Missouri.
» MU actively engages in the Kansas City Area Development Council (KCADC) Higher Education Task Force in Kansas City.
» MU invites state business leaders to participate in initiative-related courses, workshops and meetings with students. The MU’s Economic Development Council is developing a strategic action plan and will establish benchmarks with 1, 3 and 5-year outlooks and report annually on progress to the Provost and the campus community.
» Appointed a committee (Quality of Life Committee) to develop metrics that measure MU contribution to promoting educational achievement in Preschool-12 and achievements in college and beyond.
» Appointed a task force to develop metrics that measure MU contributions to quality of life through volunteerism and service learning programs and sponsored events.
Goal 3:
Ensure that MU has the infrastructure and human and financial resources necessary to support innovation and excellence in teaching, research, outreach and economic development
Human Resources Objectives & Actions:

3.1 Build and continually strengthen, in all university programs, a diverse, safe and inclusive culture that encourages and rewards interaction across demographic, social and interpersonal differences

Responsible: Chief Diversity Officer, Faculty Council, Staff Advisory Council, Vice Chancellor for Student Affairs, MSA, GPC, Vice Provost for Enrollment Management, Director of Intercollegiate Athletics

Recent Actions Taken:
» Campus policies for use of recreation facilities, libraries and all University-owned facilities have been revised to include employee domestic partners.
» Campus policies for employment accommodations for trailing “spouse” have been updated to include “spouse/partner”.
» Appointed an ad hoc Task Force of faculty, students and staff charged with 1) identifying facets of campus life that intersect with family issues and responsibilities and 2) making recommendations to ensure MU is inclusive of families of all types and family friendly.
» Created a new campus standing committee, the Committee for a Family Friendly Campus, to advise the Chancellor regarding ways in which the MU campus, including physical facilities and educational and employment policies, supports the family responsibilities of students, staff and faculty members.
» Revised policies for appointments on campus committees to allow ranked non-tenure track faculty to participate in shared governance of the university through service on campus and chancellor standing committees.
» “One Mizzou” concept embraced multiple manifestations on campus: a student-led diversity initiative, the campus Strategic Plan, the Joplin tornado relief, and Intercollegiate Athletics theme.
» MizzouDiversity Summit in Fall 2010 drew over 400 participants.
» Difficult Dialogues Course for upper-class undergraduates and graduate students in winter 2011, taught by a multidisciplinary group of former Difficult Dialogue Faculty Fellows.
» Inclusive Excellence Awards in Fall 2010.
» Monthly You in Mizzou Dialogues.
» Cultural Competency and Leadership Trainings.
» Annual Martin Luther King Celebration and Lecture in January 2011.
» Campus Climate regularly surveyed.
» MizzouDiversity website, launched in spring 2011, serves as a central clearinghouse and portal for diversity-related information that connects the campus community.
» Over 100 Freshman Interest Groups (FIGs) engage students from across cultures.
» Mizzou One Read for Fall 2011 addresses diversity.
» Opened Veterans Center in Memorial Union.
» 1,000 undergraduate student leaders from across the Midwest attended the Big XII Black Student Leader Conference on campus.
» 400+ Hispanic and Latino students attended the Midwest Hispanic Student Leadership Conference on MU campus.
» Delta Alpha Pi, a national honorary for students with disabilities was established at Mizzou.
» Developed a plan for a child care center that could accommodate as many as 140 children, should the current Student Parent Center need to be replaced.

» Student Affairs, the Office of the Vice Provost for Undergraduate Studies and the Graduate School have partnered with Extension to fund the Cub Hub where children of students can play in a safe environment while their parents study.

» Mizzou’s Alcohol Education program named “Model Program” for the 14th year by US Department of Education.

» Campus Dining offers a variety of culinary choices, including Kosher and southeast Asian cuisine.

» First Annual Celebrate Ability Week Fall 2010 raised awareness on campus of disability issues.

» Student fees provided flexible seating options in Strickland Hall for students with disabilities.

» Same sex couples accommodated in family student housing as well as staff apartments.

» The Language Partners Program brings together non-English speakers and English speakers to discuss their lives and culture.

» The Fall Fest introduces students and the campus community to minority student organizations and services.

3.2 Working with Faculty Council, deans and department chairs, plan for faculty and graduate students compensation packages that will place MU near the median of AAU public universities and update our employee benefit programs (e.g., adding domestic-partner benefit programs) in ways which will ensure the attraction and retention of the best faculty and graduate students in the country

Action Needed:

» Faculty Council and Graduate Faculty Senate shall appoint a faculty task force (all ranks) to confront the essential issues surrounding faculty and graduate student compensation and benefits. Although the system and campus administration should continue to press for greater state support of the university, the current national fiscal climate and potential for further stagnation or decline of state funding in the short term make it essential that faculty consider alternative funding and budget models to correct the historical shortcomings in faculty compensation. Council shall use the task force’s report to initiate a campuswide discussion of the faculty’s priorities in regards to funding increased compensation or benefits using either new or existing funds in the general operating budget. The consensus of the faculty shall be conveyed to the campus and system administration to help shape future budget allocations.

Responsible: Faculty Council, Graduate Faculty Senate, Graduate School Dean

» Utilizing the reports of the Faculty Council and Staff Advisory Council compensation task forces (see bullet 3.3), combined with the 2010 benefits survey, the Associate Vice Chancellor for Human Resource Services should report on benefit plan options such as the possibility of offering “cafeteria style” benefits packages that allow employees to choose between different types of benefit plans. Cost of plans should remain equitable.

Responsible: Associate Vice Chancellor for Human Resource Services

Recent Actions Taken:

» Faculty Council passed a resolution requesting inclusion of same-sex domestic partner benefits in employee compensation packages.
Campus policies for employment accommodations for trailing “spouse” have been updated to include “spouse/partner”.

Benchmarked all benefit plans with 15 higher education comparator institutions.

Developed a new retirement plan for future employees to ensure a competitive plan that meets the needs of an emerging workforce. Plan to be implemented in 2012.

Developed a medical benefit design to replace the Catastrophic Plan 2012 that improves benefits for employees in this plan and allows use of a health savings account.

Integrated the wellness program with the benefits program to expand access to staff and faculty, add incentives for participation in 2012 and establish a baseline for the health of the employee population.

Entrepreneurial academic projects, including on-line course delivery, generate revenue that will be used for enhanced compensation.

A major goal of the new fundraising campaign will be enhancing faculty compensation through endowed positions and other means.

MU is considering new budget models that will provide incentives for revenue producing activity, for even greater control of expenses than is currently the case.

3.3 Working with Staff Advisory Council, Human Resource Services and campus administrators, strive to make MU an exceptional employer for staff by providing competitive compensation packages including equitable salaries, updated benefit packages and enhanced opportunities for staff training, mentoring and leadership development

Action Needed:

Staff Advisory Council shall appoint a staff task force to address compensation issues. The task force should research innovative ideas for improving compensation and training such as (but not limited to) earmarking a portion of savings from Shared Services for staff raises and the development of an internal staff training program that includes coaching and mentoring through the post-interview process. The Human Resources staff titles pilot study should be expanded to include all staff positions to ensure competitive compensation packages are in place. The Staff Advisory Council shall report the task force’s recommendations to the administration.

Responsible: Staff Advisory Council

Utilizing the reports of the Staff Advisory Council and Faculty Council compensation task forces (see bullet 3.2), combined with the 2010 benefits survey, the Associate Vice Chancellor for Human Resource Services should report on benefit plan options such as the possibility of offering “cafeteria style” benefits packages that allow employees to choose between different types of benefit plans. Cost of plans should remain equitable.

Responsible: Associate Vice Chancellor for Human Resource Services

Recent Actions Taken:

Staff Advisory Council appointed a staff task force; Marijo Dixon is the lead member.

Completed the pilot study of the Staff Job Title and Salary study. This involved the review and classification of over 125 titles effecting over 400 employees. Employees whose current salaries fell below the new salary range minimums received a structure adjustment effective September 1, 2011.

Working with the other campuses and the consultant Towers-Watson, MU adopted the Global Grading System, a new Job evaluation instrument for all staff jobs in the university system.
» Provided market data to Towers-Watson to develop new market based salary ranges for all staff jobs. Reduced the number of salary ranges from over 1,200 to 20.

» Established a process for expanding the Staff Job Title and Salary study to all staff jobs. Over the next several years over 1,257 jobs will be reviewed effecting over 4,000 MU staff employees.

» Implemented the inaugural class of the Chancellor’s Emerging Leaders Program, a leadership academy focusing on career development and enhancing the leadership abilities of MU staff.

» Campus policies for employment accommodations for trailing “spouse” have been updated to include “spouse/partner”.

» Benchmarked all benefit plans with 15 higher education comparator institutions.

» Developed a new retirement plan for future employees to ensure a competitive plan that meets the needs of an emerging workforce. Plan to be implemented in 2012.

» Developed a medical benefit design to replace the Catastrophic Plan 2012 that improves benefits for employees in this plan and allows use of a health savings account.

» Integrated the wellness program with the benefits program to expand access to staff and faculty, add incentives for participation in 2012 and establish a baseline for the health of the employee population.

» Entrepreneurial academic projects, including on-line course delivery, generate revenue that will be used for enhanced compensation.

» A major goal of the new fundraising campaign will be enhancing faculty compensation through endowed positions and other means.

» MU is considering new budget models that will provide incentives for revenue producing activity, for even greater control of expenses than is currently the case.

3.4 Design and implement incentive plans aligned with high-priority campus goals (e.g., excellent teaching and outreach activities), perhaps modeled after the existing MU Grant Incentive Plan but including more than just financial incentives

Action Needed:

» The Strategic Planning and Resource Advisory Council (SPRAC) should appoint a subcommittee to consider the feasibility of creating an incentive plan to reward individuals whose teaching or outreach efforts are not only high quality but also exceed expectations.

Responsible: SPRAC

Recent Actions Taken:

» The Campus Committee for Incentive Plans is chaired by Professor Bill Wiebold.
3.5 Explore more flexible models for promotion of tenured faculty and reward systems that allow non-traditional mixes of research, advising, teaching and service contributions that accommodate both the changing interests of faculty and the changing needs of the campus

Action Needed:
» Faculty Council shall appoint a task force of full professors with leadership reputations in teaching and/or research (e.g., Curators Professors, past heads of campus P&T committee) to perform a systematic examination of all aspects of the promotion of tenured faculty.

*Responsible: Faculty Council*

Recent Actions Taken:

3.6 Create a Teaching and Learning Center of Excellence that will nurture high quality teaching by sponsoring workshops, an annual teaching conference, peer review, and faculty development

*Responsible: Vice Provost for Undergraduate Studies*

Recent Actions Taken:
» The Vice Provost for Undergraduate Studies and the Dean of the Graduate School are co-sponsoring a study that will identify the key faculty support needs. A survey has been developed and will be deployed during Fall 2011. Results will be used to develop recommended organization and function for the Teaching and Learning Center of Excellence.
» Celebration of Teaching conferences in 2010 and 2011 featured nationally recognized authors as keynote speakers for the opening sessions and a full day of breakout sessions led by faculty.
» Campus Writing Program seminars and faculty retreats and the TeAchnology! Conference supported by ET@MO promote discussions about teaching practices.
» The Academic Technology Liaisons group will also be hosting a series of seminars during the Fall 2011 semester.
» The Sandra K. Abell Conversations about College Science Teaching offer informal presentations and discussions of instruction in sciences.

Resource Generation & Allocation Objectives & Actions:

3.7 Ensure that, even as MU targets some resources toward the Mizzou Advantage, all programs that provide the core academic quality of MU are sustained at levels worthy of a major research university

*Responsible: Provost*

Recent Actions Taken:
» The Trulaske College of Business expanded its Professional Development Program mandating undergraduate internships.
The College of Education is developing a Virtual K-12 School to serve a wide variety of potentially underserved students (e.g., students in remote areas).

Tate Hall (English) and Switzler Hall (Communication Studies) are nearing the end of transformational renovations.

Enrollment Surge fund allocated over $6 million from Fiscal Year 2010 to Fiscal Year 2013 to meet demand for increased sections.

3.8 Working with campus academic and financial staff, students and state leaders, plan for new programs and vehicles of instruction, including new online certificate and continuing education programs, that maximize revenue while ensuring high-quality instruction. Particular attention should be given to attracting new non-traditional, non-resident and international students.

Responsible: Provost
Recent Actions Taken:
» Interdisciplinary certificate programs and a Professional Master’s Degree are being developed.
» The College of Engineering is investigating whether employment needs, student demand, operational costs and ability to partner with community colleges can justify development of an Engineering Technology program.
» Mizzou Advantage Education Coordinator hired to work with schools and colleges to develop learning programs.
» The Undergraduate Research Team program developed to create interdisciplinary learning communities.

3.9 Develop strategies for producing new revenues from innovative research and other collaborations with the private and public sector

Responsible: Vice Chancellor for Research, Vice Provost for Economic Development
Recent Actions Taken:
» A new ‘Portal Position’ has been established and funded equally between MU and UMKC, with the goal of creating new research, economic development, and licensing opportunities in cooperation with start-up companies, existing corporations, and with non-profit organizations such as the Kansas City Area Life Sciences Institute and the Kansas City Area Development Council.
» Missouri Musculoskeletal Conference organized and held by MU and UMKC in Kansas City. An international follow-on conference to be held in 2013.
» MU has joined with the United States Navy, Washington University, the St. Louis Science Center, and private firms in the St. Louis area, to improve the level of engagement of minority students in the Science, Technology, Engineering, and Math (STEM) disciplines.
» MU is working with the Danforth Plant Sciences Center to establish a new Maize Research Center.
» Research and Development Advisory Board meets once a year on the MU campus.
Proposal developed for regional bioscience cloud computing initiative.

Intellectual Property Licensing Units restructured to better handle increased workload.

Missouri Research Reactor produces over $17 million revenue per year primarily from radio-pharmaceutical community.

Veterinary Diagnostic Laboratory has averaged $1,750,558 in gross revenue over the last five years (average $89,436 net revenue) from service support of laboratory testing for large and small animals.

NanoTechnology Enterprise Consortium makes awards to members of a consortium of universities and businesses, including MU, to commercialize promising nanotechnologies in the national security interests. This consortium was established by earmark funding in 2009 and 2010, and it is now supported by the Army’s Picatinny Arsenal, and by members’ dues.

3.10 Develop collaborative relationships with Missouri businesses, government offices and non-profits through which MU provides revenue-producing research and educational services that stimulate economic development and job creation

Responsible: Vice Chancellor for Research, Vice Provost for Economic Development

Recent Actions Taken:

» Licensed intellectual property developed at MU to an Indian pharmaceutical firm, Shasun NBI, LLC. Contractual arrangements will create high-end drug discovery jobs in Missouri.

» Energetic Technologies USA to serve as anchor tenant to the MU Incubator.

» Student-led organization Collaboration, Leadership, and Innovation for Missouri Business (CLIMB) received one of three grants nationwide from Kauffman Foundation.

» Cooperative agreements with the comparative medicine businesses CrossGen, LTD and PetScreen (UK).

» Support from the Coulter Foundation in efforts to commercialize biomedical instrumentation.

» Over $77 million in American Recovery and Reinvestment Act funding.

» Sponsored research from companies within the State of Missouri is underway which may lead to identification of marketable qualities for many products hence leading to economic development.

3.11 Assure that MU Libraries are able to support the teaching, research, outreach and economic development missions of a major research university

Action Needed:

» Develop a suite of benchmark measurements to track use of online and print collections, research and document delivery services, consultation and instructional services, and facilities.

» Assess the quality of library collections and services through periodic surveys of faculty, students and other constituencies.
**Responsible: Director of Libraries and Library Committee**

Recent Actions Taken:

» Library Assessment Advisory Committee (LAAC) established by MU Libraries to develop a program for library assessment, incorporating both objective measures of the use of services and collections and subjective evaluation of user perceptions of services and collections quality.

» In conjunction with Missouri Students Association, LAAC conducted sample survey of student library users in May, 2011, addressing use of both library space and scholarly resources.

» MU Library Committee will work with LAAC to develop survey instruments for faculty and students to aid in assessing both Libraries' performance and patrons' needs. Surveys will be developed during the fall semester for implementation in February, 2012.

» Library Committee plans to hold a forum on library issues at a Faculty Council meeting in late 2011, and will work with Faculty Senate and MSA/GPC representatives to establish methodologies to survey key user groups.

### 3.12 Continually seek more efficient methods of operation to free up resources that can be reallocated to critical needs

**Responsible: Director of Budget**

Recent Actions Taken:

» Nonsalary expenses reduced a total of $18 million during Fiscal Year 2009 and Fiscal Year 2010 providing units the flexibility to address future budget difficulties.

» New travel and expense program being implemented to reduce transaction costs by nearly $1 million for processing and approving travel reimbursements.

» Planning underway for a new system-wide budget system to allow long range financial planning to occur at unit levels with built-in work flow.

» Operational Excellence Initiative, formerly known as “Shared Services,” being used to explore expense savings and avoid duplication of administrative tasks.

» Funding plans being developed to increase out of state enrollment to stabilize enrollment and increase tuition revenue.
  » Approved additional nonresident recruiter to be located in central U.S. with recruiting emphasis on Oklahoma City, Denver and Minneapolis.
  » “Border Awards” to attract nonresident students from counties that are contiguous to the state of Missouri.
  » Enhanced Mark Twain scholarships (merit-based nonresident scholarship) to attract additional academically qualified out of state students.
  » International recruitment program including the hiring of an international recruiter.
  » Programs in the College of Engineering and the School of Journalism to attract Chinese students.

» Created new academic programs to stabilize or enhance enrollment.
  » Sports Management Program in College of Agriculture
  » Bachelor of Science in Information Technology in College of Engineering
  » Bachelor of Health Science in the School of Health Professions

» Developing new comprehensive fundraising campaign to support priority areas at MU.
» Created Mizzou Center in Blue Springs, Missouri to support economic development and provide access to MU programs.

3.13 Increase research grants and contracts necessary to maintain and grow the state’s largest research enterprise

_Responsibility: Vice Chancellor for Research_

**Recent Actions Taken:**

» MU’s extramural funding has grown from $277 million in Fiscal Year 2006 to over $480 million in Fiscal Year 2010.

» Expanded MU’s grants and contracts accounting from the traditional areas of 1) Research and 2) Instruction and Public Service (IPS), to include 3) Academic Enterprise (AE) fee-for-service.

» Incoming revenue from these three sectors increased by over $90 million from Fiscal Year 2009 to Fiscal Year 2010.

» Facilities and Administrative Expense reimbursement related to external grants (often called our ‘indirect payments’) increased by $1.2 million to $36.8 million in Fiscal Year 2011.

» The interdisciplinary research centers that report to the Office of Research have been successful recently at expanding their level of Research, Instruction and Public Service, and Academic Enterprise awards. Highlights include:

» The Dalton Center for Cardiovascular Research NIH research awards increased by $14.7 million in Fiscal Year 2010.

» Research Reactor makes transmutation doped silicon for use in hybrid cars.

» First MU Integrative Graduate Education and Research Traineeship (IGERT) award from National Science Foundation.

» New Centers operational--International Institute for Nano and Molecular Medicine, MU Laboratory for Infectious Disease Research.

» 48 external customers used MU Core Research Centers.

» Mizzou Advantage has provided seed money to form 38 interdisciplinary research teams.

» Sixty-seven external collaborators in the first round of Mizzou Advantage awards.

» New projects funded by the second round of Mizzou Advantage grants include 48 additional collaborators at 35 universities.

» Over 1,500 participants from more than 20 countries attended national and international symposia at MU.
3.14 Building on the successes of For All We Call Mizzou, plan and execute an aggressive development campaign that will provide the crucial financial support MU will need to excel.

Responsible: Vice Chancellor for Development

Recent Actions Taken:
- Internal committees have evaluated the last campaign and made recommendations for improvement for the new campaign.
- An external Campaign Planning Committee has held three meetings to solidify guidelines and plans for the new campaign.
- Each fundraising unit has submitted their priorities and these will be finalized by November 1, 2011.
- Academic, administrative and athletics will complete their campaign priorities by October 15, 2011.
- Institutional priorities have been identified by Chancellor Brady Deaton. These include: investing in people – faculty, students and staff; investing in interdisciplinary research; economic development; investing in facilities that are critical for teaching and learning and the Chancellor’s Fund for Excellence.
- Grenzebach & Glier have been hired to conduct a Strategic Planning Study with key donors and volunteers.

3.15 Continue systematic planning to ensure that campus facility infrastructure, space utilization, sustainability initiatives and information technology are ready for tomorrow’s teaching, research, economic development and service innovations.

Action Needed:
- Report annually to the Chancellor and broadly to the campus community on campus facility and information technology infrastructure, capabilities and innovations required for cutting edge teaching, research, economic development and service.

Responsible: Associate Vice Chancellor–Facilities, Chief Information Officer

Recent Actions Taken:
- Implementation and support service for Tegrity lecture capture and Wimba web conferencing.
- Over $4 million savings in Fiscal Year 2011 from efficient technologies and consolidated IT infrastructure purchases.
- Expanded wireless infrastructure with 85% of in-building and 60% of exterior coverage for the core campus.
- Application developers to focus on creation of mobile applications, such as goMizzou.
- Doubled wireless availability and installed redundant fiber and network equipment to ensure network reliability in UMHC patient care facilities.
- University email systems consolidating into a single service to reduce cost.
- Significantly improved information system recovery capabilities by working cooperatively with the S&T campus to host our disaster recovery facilities.
- Continued convergence and consolidation of telecommunications infrastructure through our ongoing deployment of Voice over IP (VoIP) services.
» Installed over 1.4 million feet of network cabling as part of new construction and renovation projects. Additionally, we are 98% finished with a $622,000 dollar project to replace all campus outside plant fiber (circa 1985) – the backbone of MU’s data network.
» Improved MU’s information security posture through investment in and implementation of encryption services and system intrusion monitoring tools.
» Campus Facilities carrying capacity study conducted to address future enrollment increases.
» The annually updated Campus Facilities master plan and climate action plan can be accessed at http://www.cf.missouri.edu/masterplan/.
» Switzler and Tate Halls, built in 1871 and 1927 respectively, received major renovations to increase the number of classroom seats.
» Replacement of a coal-fired boiler with a biomass fired boiler will help Mizzou achieve its sustainability goals and support Missouri’s economy by using regionally supplied biomass.
» “Building Dashboard” in nine residence halls provides real-time energy data to educate students about energy usage.

Policy Objectives & Actions:

3.16 Systematically study campus policies and practices with an eye toward removing bureaucratic barriers to innovation and encouraging risk-taking

Action Needed:
» Appoint a subcommittee of SPRAC to identify barriers that need to be removed and make recommendations for creating processes and systems that support innovative and interdisciplinary teaching and research.
  Responsible: SPRAC

Recent Actions Taken:
» The Campus Committee on Innovation is chaired by Professor Michael Diamond.

3.17 Working with Faculty Council, deans, department chairs and administrators, systematically study and revise promotion and tenure guidelines at the departmental, divisional and campus levels to bring them in line with strategic planning goals

Action Needed:
» Faculty Council shall appoint a task force of tenured and tenure-track faculty from all ranks to perform a systematic examination of all aspects of the promotion and tenure process, including rewarding interdisciplinary scholarship and considering where tenure might reside.
Recent Actions Taken:
» Task force to be appointed in Academic Year 2011-12.
» Faculty Council and Provost’s Office gathered Campus P&T data for use by task force.

3.18 Create a task force to review current policies, analyze effectiveness of current methods of collecting and reporting, and if warranted, investigate the feasibility of creating a unified data collection mechanism to record and report faculty and student activities and accomplishments efficiently

Recent Actions Taken:
» Task Force review of the Faculty Accomplishment System and related data collection mechanisms underway.
   » Working with Academic Analytics to create benchmarks regarding scholarly productivity.
» Continue to build comprehensive network of Institutional Research functions on campus.
» Plan to hire individual in area of continuous improvement.