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:*

» Trulaske College of Business hired a Director of Diversity and Inclusiveness to work with faculty, students, staff, and TCoB Diversity Committee.

» Diversity in the Workplace is part of the core curriculum in the Student & Auxiliary Services Manager Training program, which is conducted by the Missouri Training Institute.

» Since spring 2012, Disability Services has served as a resource for the Center for Integration of Teaching, Research and Learning (CIRTL) project, and has collaborated with CIRTL participants to support the development of a course focused on Inclusive Design for Learning. This course provides aspiring STEM (Science, Technology, Engineering and Mathematics) educators the knowledge, tools and resources needed to make STEM subjects accessible to all students, and models best practices for principles of universal design for learning.

» Counseling Center Staff have joined with staff in the International Center to institute a liaison relationship with a focus on assisting new International Students in the process of adjusting to U.S. culture and to the University, particularly undergraduate students who are facing the challenge of changing cultures at the same time they are adjusting to college life.

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:**

- A Chancellor’s select committee of distinguished faculty was appointed to examine the four metrics used by AAU to determine an institution’s standing. The issue is what effort and investment must be made at MU to improve the campus’ standing in the AAU. A midlevel placement will further justify raising faculty salaries to that level.
- Expanded Benefit coverage and leaves (i.e. sick, vacation, FMLA) to include eligibility for Sponsored Adult Dependents that meet the eligibility criteria.
- Implemented a shared service Employee Assistance Program (EAP) with MU providing leadership for the other campuses and MU Healthcare.
- Establishment of a preferred patient telephone appointment line for employees to have priority scheduling with MU Healthcare physicians.

**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:**

- Establishment of the Total Rewards Task Force to provide user-based recommendations for our benefit and compensation programs.
- Continued implementation of the Staff Job Title and Salary Study for staff in the office administration and support job family.
The Staff Compensation Task Force is working on the development of an internal staff training program that includes coaching and mentoring.

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, chaired by Professor Bill Wiebold, is scheduled to present its findings to SPRAC during the spring semester 2014.

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:
- A Promotion and Tenure Task Force was formed by the prior Faculty Affairs Subcommittee. The committee has met and reviewed data.

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:

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:

» New Applied Learning Center on Campus Master Plan, programming committee has been established with campus and external partners.
» The Department of Nutrition and Exercise Physiology has contributed approximately $1,000,000 to the construction costs for new research and teaching facilities in Gwynn Hall, including the MU Nutritional Center for Health.
» The Department of Textile and Apparel Management has installed more compact storage in the Holik Conservatory so that access to the Missouri Historic Costume and Textile Collection is made easier for learning and research.
» CAFNR renovated and enhanced the educational technology in Animal Sciences, Plant Sciences and the Agriculture building.
» College of Education created a new Center focusing on improving the teaching and learning of STEM in Missouri K-12 schools. The Center will be launched in 2014.
» College of Education created the Dorsey Academy to provide social and academic support to first-time college students and to students from underrepresented groups.

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:

» The Trulaske College of Business, CAFNR, HES, and Journalism collaborate on a campus-wide interdisciplinary minor in Entrepreneurship. There are currently 45 students in the minor.
» The School of Medicine, the College of Engineering and the Trulaske College of Business launched a new MU Graduate Certificate in Life Science Innovation and Entrepreneurship.
» Personal Financial Planning offers a new certificate in Financial and Housing Counseling through the Great Plains Idea distance education consortium.
» Personal Financial Planning has added a memorandum of understanding with Nanjing University of Finance and Economics.
» With a focus on continuing education for veterans and those on active duty, a Finance and Housing Certificate has been established.

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:

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:

» Scientists at MU’s Sidney Kimmel Institute for Nuclear Renaissance (SKINR) was established through a $5.5M gift from the Sidney Kimmel Foundation. Dr. Graham Hubler, retired Head of the Materials and Sensors Branch at NRL, joined the SKINR team as Director.

» The U.S. Department of Energy’s Office of Nuclear Energy recognized collaboration between MU, MS&T, Westinghouse, and Ameren to assist in the development of Small Modular Reactors, by awarding the UM System a grant of $1.8 million.

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:

» The Library Assessment Advisory Committee (LAAC) completed the 2012 report on measures of quality for the MU Libraries. The report provides summary data from the Library Committee and LibQUAL+ surveys, both conducted last year.
Beginning in January, 2014, the MU Libraries will make available an annual statistical report providing comparative data on library collections, services, facilities and budget. The report will include five years of representative data along with a summary of trends.

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:

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

Responsible: Vice Chancellor for Research
Recent Actions Taken:

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:

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:
» Implemented increased cooling capacity for the Data Center and Network equipment.
» Comprehensive upgrade to wireless network hardware (1300 access points, 10 controllers), software and management upgrades to provide redundancy, and deliver wireless network services across campus.
» Added 134 access points to auditoriums and large class rooms and increased support for wireless device density.
» SIS (Student Information System) integration with Blackboard – updates faculty and student enrollments within hours. Reduces time for changes to be reflected in Bb from 24 hours to 20 minutes.

» Faculty Course Request Form – for new Blackboard courses and to copy existing course data to a new course. Reduces creation time for new courses from as much as 3 days to about 4 hours.

» Replaced MeetingPlace with InterCall – reservationless phone and web conferencing bridge.

» Re-architected MU-ALERT for high availability and multiple site failover and replaced emergency notification system.

» Improved functionality/performance of Res Life room reservation system (ROAR).

» Gwynn Hall, the third building renovated using the Mizzou Stewardship Model, is on schedule for substantial renovation in November 2013.

» Departmental moves to accommodate Renew Mizzou, the project to decommission Pickard Hall, install a sprinkler system and elevator in Jesse Hall, and renovate Swallow Hall using the stewardship model, are underway.

» MU has realized a 35 percent reduction in greenhouse gas emissions from its baseline year 2008.

» The Sustainability Tracking, Assessment & Rating System™ (STARS), a transparent, self-reporting framework for colleges and universities to measure their sustainability performance, was submitted to the Association for the Advancement of Sustainability in Higher Education in February 2013.

» MU was recognized by the Sierra Club’s 2013 Cool Schools as 36th among 164 four-year undergraduate colleges and universities in the United States.

» The university’s Stormwater Master Plan was completed and projects are being implemented, including MU’s largest project to date, a bio-retention basin at Stewart and Providence roads.

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:

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.

Responsible: Faculty Council

Recent Actions Taken:
» A committee has been appointed to address Objectives 3.5 and this objective. The chair of the P&T Task Force met with the current Faculty Affairs Subcommittee, and the charges were developed. The committee has met and reviewed data.

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

Responsible: Provost

Recent Actions Taken:
» A UM System-wide committee completed its work to ascertain the demand, requirements, and resource availability to replace the Faculty Accomplishment System. Selected vendors presented to the University community in September 2013, and a final recommendation and selection are expected by end of year.

» Academic department scholarly output data, delivered through Academic Analytics, are provided to department chairs in the academic program assessment process. Academic chairs can use this information, along with scholarly data that they may collect, to assess the scholarly productivity of their unit. The Institutional Research and Quality Improvement office plans to expand the availability of these data to all departments on an annual basis in fall of 2014.

» An MU integrated data warehouse is in its second year of development. This warehouse links data across systems (e.g., student, human resources, finance, etc.) so that a single structure can provide data and support decision-making at different levels on campus (e.g., department, school or college, campus, etc.). The data warehouse will not only enhance reporting across campus, but eventually provide supporting data for the future cost studies. The foundational phases of this warehouse are nearly complete and data loads will begin in spring of 2014.
» A continuous quality improvement function is housed in the Office of Institutional Research and Quality Improvement.