OUR MISSION
The mission of the University of Missouri, as a land-grant university and Missouri’s only public research and doctoral-level institution, is to discover, disseminate, preserve, and apply knowledge. The university promotes learning by its students and lifelong learning by Missouri’s citizens, fosters innovation to support economic development, and advances the health, cultural, and social interests of the people of Missouri, the nation, and the world.

STRATEGY STATEMENTS
The UM System will collaborate with the campuses in achieving, by 2018, mutually agreed upon, best-in-class performance by leveraging our unique campus strengths and resources through applying leading practices and advocating for higher education and the university.

MU
MU’s mission as a public, land-grant university is to discover and disseminate knowledge. Building on its unique interdisciplinary research and teaching strengths, exemplified by Mizzou Advantage, MU will, by 2018, enhance its academic stature as measured by publicly available metrics, including those of the Association of American Universities (AAU).

UMKC
By 2020 we will grow enrollment to 20,000 and increase graduation rates 10% by ensuring student success through a small-college experience as Kansas City’s community engaged urban research university while leveraging our strengths in the visual and performing arts, life and health sciences, and entrepreneurship.

Missouri S&T
Missouri S&T will provide by 2020 a top return on investment among public research universities to students, employers, research partners and others through extraordinary access to renowned expertise, services and experiential learning opportunities.

UMSL
By 2018, UMSL will increase the annual number of degrees conferred by 20% through an enriched UMSL experience with enhanced relationships and more research and community engagement integrated into student learning to fulfill our metropolitan land-grant mission.

AN INVESTMENT IN OUR STUDENTS AND MISSOURI
Together, the four campuses and system of the University of Missouri serve the people of our state, the nation and the world; and it is the fundamental responsibility of the university to seek and manage resources in the best interest of the citizens of Missouri.

We know that in order to continue to serve our state we must chart a course that ensures our vitality well into the future. This requires strategic thinking about the university’s areas of focus and how to apply precious resources to those endeavors.

Because each campus and the system are uniquely different, each has developed clear and compelling strategy statements intended to guide the university in its operations over the next five to seven years.

The following pages outline our collective course. With measurable and obtainable goals, each plan includes strategic areas of focus followed by strategic and best-in-class metrics that will allow us to gauge progress.

While this is just a glimpse into the strategic plans, we invite you to visit each respective website for in-depth information.

ACOUNTABILITY MEASURES
STATEWIDE PERFORMANCE FUNDING MEASURES

<table>
<thead>
<tr>
<th>Measures</th>
<th>Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Six-year graduation rate</td>
<td>Year to year improvements or achievement of top 1/3 of U.S. public doctoral institutions</td>
</tr>
<tr>
<td>2. First-year retention rate</td>
<td>Year to year improvements or achievement of top 1/3 of U.S. public doctoral institutions</td>
</tr>
<tr>
<td>3. Pass rate on licensing exams</td>
<td>Improvement year to year and/or at or above 95 percent success rate</td>
</tr>
<tr>
<td>4. Total federally funded research (Expenditures, Market share, Rank)</td>
<td>Improvement in total expenditures and/or improvement in relative ranking</td>
</tr>
<tr>
<td>5. Proportion of operating expenses on core function</td>
<td>Year to year improvements or achievement of top 1/3 of U.S. public doctoral institutions</td>
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The University of Missouri System maintains a strategic planning dashboard that includes full metric-level details and progress for both campus strategic plan and the system administration strategic plan. In addition, details on state performance funding measures and systemwide accountability measures are included. These metrics help provide transparency and accountability regarding the university’s overall performance. Please visit www.umsystem.edu/strategicplan to learn more and to view the strategic planning dashboard.

AN INVESTMENT IN OUR STUDENTS AND MISSOURI

University of Missouri System
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

University of Missouri System
COLUMBIA | KANSAS CITY | ROLLA | ST. LOUIS

AN INVESTMENT IN OUR STUDENTS AND MISSOURI

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**AREAS OF FOCUS**
- Strengthen interdisciplinary and hands-on learning for students
- Recruit, develop and retain AAU-caliber faculty and staff
- Enhance campus infrastructure and resources
- Grow high-impact research and creative activity
- Ensure a revenue model that allows for strategic investments
- Drive economic development with entrepreneurship, technology transfer and innovative research

**PLAN METRICS**
- Enhance the university’s academic stature by increasing federal research support per faculty by 19% and the number of memberships in the National Academies from nine to 12
- Raise average number of national faculty honors per year from ten to 15, increase citations per tenure track faculty by 35%, and the number of postdoctoral researchers from 115 to 133
- Grow total enrollment to 38,000 while increasing first-year retention rates to 85%, six-year graduation rate to 71.5%, and the number of postdoctoral researchers from 115 to 133
- Expand interdisciplinary, global, and hands-on learning opportunities and participation by students
- Increase independent faculty-mentored research experiences for undergraduate students by 63%

**UMSL**
- Increase and facilitate meaningful access to and interaction with renowned faculty, staff and services
- Develop and inspire creative thinkers and leaders for life-long success
- Enhance our reputation and raise visibility nationally and internationally
- Achieve sustainable growth to ensure the best return on investment

**PLAN METRICS**
- Raise first-year retention rates to 82%, raise six-year graduation rates to 95%, and achieve an 85% agreement by seniors that UMKC is student centered
- Increase the number of underrepresented students enrolled by 50%, increase student participation in ticketed events by 31%, and ensure that two out of five students enroll in at least one online or distance course
- Establish undergraduate entrepreneurship courses that support 500 student enrollments
- Lift total research expenditures to $50 million and increase support 500 student enrollments
- Strengthen and increase community-university partnerships from 190 to 300 and increase the amount of non-state revenue generated from $265.9 million to $290 million

**strategicplan.umsl.edu**

**strategicplan.mst.edu**

**University of Missouri System**

**AREAS OF FOCUS**
- Leverage system resources to support campus strengths
- Foster collaboration and sharing of best practices among the system’s four institutions for effective and efficient resource use
- Advocate for the support of higher education and the University of Missouri

**PLAN METRICS**
- Manage financial resources through a central bank to generate $25 million in additional funding for internal financing and $3 million for strategic investments
- Develop and support systemwide shared services that result in highest quality service at lowest cost and reach an 85% customer satisfaction level

**strategicplan.umsystem.edu**

**strategicplan.umkc.edu**

**strategicplan.missouri.edu**

**strategicplan.mst.edu**