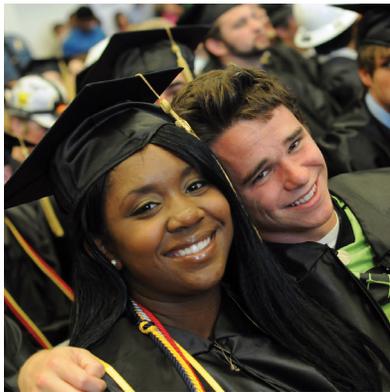


MISSOURI S&T

Rising to the Challenge
2013-2020



Contents

| | |
|--|-------|
| Mission, Vision, Values | 3 |
| Strategy Statement | 4-5 |
| Themes and Levers/Categories of Actions | 6-8 |
| Implementation Plan/Actions and Metrics | |
| Theme 1: Develop and inspire creative thinkers and leaders for life-long success | 9 |
| Theme 2: Enhance reputation and raise visibility | 21 |
| Theme 3: Achieve sustainable growth to ensure best return on investment | 44 |
| Theme 4: Increase and facilitate meaningful access to and interaction with renowned faculty, staff and services | 72 |
| Strategy Metrics and Best-in-Class Targets | 83-84 |
| Appendices | |
| Appendix A: Delayed Action Items | 94 |
| Appendix B: Strategic Actions Completed | 104 |
| Appendix C: Strategic Planning Lever Leaders | 107 |



Mission, Vision, Values

Mission¹

Missouri S&T integrates education, research and application to create and convey knowledge that serves our state and helps solve the world's great challenges.

Vision

Missouri S&T will be the leading public technological research university for discovery, creativity and innovation.

We will cultivate curiosity, creativity and confidence in our graduates. We will be the institution of choice for partners around the world seeking a highly qualified, talented and entrepreneurial workforce; innovative research; relevant educational programs, products and services; and technology and ideas to solve the great challenges of our time.

Values

Lifelong Success

We add exceptional value. The rewards of the Missouri S&T experience extend far beyond a college education, valued degree or gratifying career. The S&T experience prepares you for a fulfilling life defined by the confidence to succeed, a desire to excel and a love of learning that never stops.

Creativity

We are innovators. Building a better world demands a creative spark, innovative and entrepreneurial approaches, and curiosity to discover and explore new solutions to the world's great challenges.

Integrity

We hold ourselves accountable for our actions. We strive to uphold the highest ethical standards, to conduct ourselves with trustworthiness and respect for all of humanity, and to instill in our campus community these same principles.

Sustainability

We live by example. As stewards of the public goodwill, the financial resources entrusted to us, and the environment, we emphasize resilient and sustainable practices in all our endeavors.

Partnerships

We are great partners. We focus on adding value and creating mutually beneficial partnerships. The solutions to today's great challenges require agile collaboration, teamwork and engagement with our stakeholders, both on campus and in the greater business, civic, national and international communities.

Inclusion

We are an inclusive, welcoming community. We seek to build a creative learning environment marked by openness, understanding and valuing all people and perspectives.

¹ University of Missouri System Board of Curators approved in September 2013

Strategy Statement

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

Missouri S&T will provide by 2020 a top return on investment ...

Missouri S&T's reputation for providing an excellent return on investment (ROI) for students is well-documented by national publications and media outlets. We intend to build on that national reputation to provide a top ROI for all of our key customers — not only our students, but also the employers who hire them, the research partners who team with S&T and the donors who support S&T through their gifts.

For each of these customer groups, we will measure ROI based on a number of metrics, including:

- Starting salaries for undergraduate students.
- Engineering doctoral students per faculty.
- Number of graduate engineering/science distance/online programs, number of students enrolled via distance or online.
- National Science Foundation grant expenditures per faculty, number of invention disclosures.
- Employer satisfaction with hires.
- Donor satisfaction with the S&T giving experience.
- Third-party resources (such as *PayScale*, *U.S. News & World Report* recruiter assessment score)

Missouri S&T will become the institution of choice for partners seeking a highly qualified, talented and entrepreneurial workforce; innovative research; relevant educational programs, products and services; and technology and ideas that help solve the great challenges of our time. We will accomplish this by building mutually beneficial relationships, fostering trust and confidence, breaking down barriers to success, and demonstrating our value added as a global university that integrates cross-cultural understanding in all aspects of our educational enterprise.

... among public research universities ...

An anticipated outcome of this focus on ROI is an enhanced visibility and awareness of Missouri S&T's reputation as a leading technological research university.

We will benchmark our performance for each key customer group against select comparator universities.

Strategy Statement

*... to students, employers,
research partners and
donors ...*

*... through extraordinary
access to renowned expertise,
services and experiential
learning opportunities.*

Missouri S&T has identified six key customer groups:

- Undergraduate students
 - Research-based graduate students
 - Distance and online students
 - Research investors
 - Employers
 - Donors
-

What sets S&T apart? First of all, our focus. Founded in 1870 as one of the first technological universities west of the Mississippi, Missouri S&T belongs to a select niche of institutions known collectively as “technological research universities.” These eight public and eight private institutions share common traits: a high percentage of STEM (science, technology, engineering and mathematics) and business majors, doctoral programs in STEM disciplines, a robust research enterprise, and thriving humanities and liberal arts programs.

Building on that focus, S&T provides:

- Direct, personal access to nationally and internationally known researchers, faculty, staff, and facilities
- A broad array of experiential learning opportunities for every student
- Innovative public and private partnerships that deliver solutions of global importance and local impact

S&T is committed to providing an inclusive environment that fosters creativity, innovation and an entrepreneurial spirit in all we do — from ground-breaking research to modes of learning to sustainable and ethical business practices.

Themes and Levers/Categories of Actions

**Missouri S&T's
Strategy for
Success
2013-2020**

| Themes | Levers/Categories of Actions |
|---|---|
| 1 Develop and inspire creative thinkers and leaders for life-long success | 1.1 Require all undergraduate students to participate in some significant experiential learning activity before they graduate. 1.2 Foster innovation and creativity for faculty, staff, students and administration. 1.3 Establish database of measures to define student access to faculty and staff. 1.4 <i>Create professional and leadership development opportunities for faculty, staff, alumni and students.</i> 1.5 <i>Encourage and enhance collaboration in teaching and research.</i> |
| 2 Enhance reputation and raise visibility | 2.1 Employ transformative and focused hiring, including cluster hires, in selected areas of expertise to support best-in-class achievements. 2.2 Leverage S&T as Missouri's technological research university. 2.3 Develop a culture of excellence in research, scholarship and creative activity among faculty, staff, and students. 2.4 Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment. 2.5 Modify our conventional methods of teaching and research to accommodate current and new technology that will enhance student learning and increase faculty productivity. 2.6 <i>Improve infrastructure that enables faculty, graduate student and undergraduate student abilities and accomplishments.</i> 2.7 Address administrative structural changes to facilitate strategy and enhance national visibility. |

Notes: *Italicized levers are yet to be initiated.*

Themes and Levers/Categories of Actions

**Missouri S&T's
Strategy for
Success
2013-2020**

Themes

Levers/Categories of Actions

3 Achieve sustainable growth to ensure best return on investment

- 3.1 Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports S&T's Carnegie classification as a national research university.
- 3.2 Centralize corporate relations to improve service to existing corporate partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates.
- 3.3 Improve facilities to enhance research and student learning, and expand experiential training.
- 3.4 Promote inclusion and increase diversity of faculty, staff and students to remain relevant and competitive in a global environment.
- 3.5 Create and implement a student and alumni lifetime engagement strategy.
- 3.6 *Devise convenient technology-based methods of accessibility, communication and engagement with external constituents.*
- 3.7 *Market campus strengths and create a broad awareness of student opportunities and benefits to both domestic and international audiences.*
- 3.8 Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing environmental stewardship.
- 3.9 Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities.

Notes: Italicized levers are yet to be initiated.

Themes and Levers/Categories of Actions

**Missouri S&T's
Strategy for
Success
2013-2020**

Themes

- 4 Increase and facilitate meaningful access to and interaction with renowned faculty, staff and services.

Levers/Categories of Actions

- 4.1 Create a comprehensive distance and online education strategy.
- 4.2 Enhance instructional labs and methods of developing lab experiences.
- 4.3 *Enhance innovative use of technologies to improve and facilitate access.*
- 4.4 *Ensure renowned faculty teach/interact with undergraduate students.*
- 4.5 Engage in transformative doctoral student recruiting/retention and placement.
- 4.6 *Improve student, faculty and staff mentoring and advising.*
- 4.7 *Identify and remove barriers to graduation and reduce time to degree for undergraduate and graduate students.*
- 4.8 *Expand access to renowned faculty through enhanced recruiting and retention.*
- 4.9 *Promote non-traditional activities outside of classroom.*

Notes: Italicized levers are yet to be initiated.

Implementation Plan/Actions and Metrics

Theme 1¹

Develop and inspire creative thinkers and leaders for life-long success

Metric

Number of academic programs and administrative departments that expect participation in sponsored or recognized opportunities that encourage creative thinking, innovation, entrepreneurship or leadership development by its students, faculty and staff.

Baseline

Current number of academic programs that require undergraduate student participation in substantial experiential opportunities (*as defined in Action 1.1.1*).

Target 2020

- a. Each academic program requires 100% undergraduate student participation in some significant experiential learning activity and encourages graduate student participation.
- b. Each department (academic and administrative) has an established plan for faculty and staff participation either as learners or advocates in developing creative thinkers and leaders.

¹ Only Theme 1 actions initiated in the first year are shown in this section.

Implementation Plan | Portfolio Management of Actions

Lever 1.1: Require all undergraduate students to participate in some significant experiential learning activity before graduation

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|-----------|--------------------|----------------|-----------------|------------------|---|--|
| 1.1.1 Create a defining comprehensive list of activities that are supported by research as significant experiential activities | Aug. 1, 2013 | 10 months | Personnel time | | | | Vice Provost for Undergraduate Studies, Vice Chancellor for Student Affairs | Approval of comprehensive list by Provost |
| 1.1.2 Incorporate experiential/service learning into the core curriculum in all degree programs at any level beginning in the freshman year | July 1, 2014 | 18 months | Personnel time | | | | Vice Provost for Undergraduate Studies, Academic Deans | Percent of revised undergraduate programs approved |
| 1.1.2 b. Draft a statement describing degree requirements | July 2014 | 6 months | Personnel time | | | | Vice Provost for Undergraduate Studies, Vice Chancellor for Student Affairs | Successful completion of the document |
| 1.1.2 c. Department approval detailing ways students will be able to complete requirement | July 2014 | 6 months | Personnel time | | | | Vice Provost for Undergraduate Studies, Vice Chancellor for Student Affairs | Department approval |
| 1.1.2 d. Approval by degree-specific curriculum committees | July 2014 | 6 months | Personnel time | | | | Vice Provost for Undergraduate Studies, Vice Chancellor for Student Affairs | The number of degree programs with approved activities |

Implementation Plan | Portfolio Management of Actions

Lever 1.1: Require all undergraduate students to participate in some significant experiential learning activity before graduation

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|--------------------|----------------|-----------------|------------------|---|-----------------------|
| 1.1.2 e. Faculty Senate approval | July 2014 | 6 months | Personnel time | | | | Vice Provost for Undergraduate Studies, Vice Chancellor for Student Affairs | Senate approval |
| 1.1.5 The Director of Career Opportunities and Employer Relations will continue to explore internship and externship opportunities in the summer and inter-sessions as well as during semesters | Jan. 1, 2014 | Ongoing | Personnel time | | | | Vice Provost for Undergraduate Studies, Vice Chancellor for Student Affairs | List of opportunities |

Implementation Plan | Overview of Metrics

Lever 1.1: Require all undergraduate students to participate in some significant experiential learning activity before graduation

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|---|---|--|---|
| <p>By year 5 ensure that all undergraduate degree programs require a significant experiential learning activity</p> <p>Metric: Compliance by all departments</p> <p>Baseline: No departments</p> <p>Second-Year Target: Faculty Senate approval of degree program requirements</p> <p>Fifth-Year Target: All undergraduate degree programs requiring experiential learning</p> | <p>1.1.1: Create a defining comprehensive list of activities that are supported by research as significant experiential activities</p> | Approval of comprehensive list by Provost | No list exists | Year 1: Gaining Provost approval |
| | <p>1.1.2: Incorporate experiential/service learning into the core curriculum in all degree programs at any level beginning in the freshman year</p> | Degree requirements | No formal requirement for any degree program | Year 1: Curriculum Committee approval |
| | <p>1.1.5: Consult with the Director of Career Opportunities and Employer Relations to explore internship and externship opportunities in the summer and inter-sessions as well as during semesters</p> | Develop list of opportunities | | <p>Year 1: Develop list</p> <p>Year 2: Review and revise list of opportunities annually</p> |

Implementation Plan | Portfolio Management of Actions

Lever 1.2: Foster innovation and creativity for faculty, staff, students and administration

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefit | Owner(s) | Key Metric to Track |
|--|---------------|----------|--|----------------|-----------------|---|--|---|
| 1.2.1 Create and promote an innovation team that solicits and considers creative suggestions from the S&T family. Empower owners for implementation. Create a small fund to implement several each year. | July 1, 2013 | 7 years | Innovation Fund | | \$75,000 | | Chancellor, Strategic Planning Progress Manager | Success rate in reaching funded project metrics |
| 1.2.3 Devise a plan for TedX-like series for students, faculty and staff (e.g., experiential learning activities, professional development) | July 1, 2014 | 2 years | Vice Provost for Undergraduate Studies and Human Resource Services time for data collection on usage | \$2,500 | \$5,000 | | Vice Provost for Undergraduate Studies, Vice Provost for Graduate Studies, Human Resource Services, Academic Deans | Plan and implementation |
| 1.2.5 Identify a series of co-curricular events (e.g., intersession or alternative spring break events) for interdisciplinary groups of students, faculty and/or staff focused on providing solutions for problem-solving, innovation or leadership. | Sept. 1, 2013 | 2 years | Faculty, staff and student time; faculty, staff and student funding to participate, when required; necessary facilities, as needed. Personnel time | | | Faculty and staff time; financial incentives for faculty to offer a course or activity (e.g., cover travel costs) | Vice Provost for Undergraduate Studies, Vice Provost for Graduate Studies, Vice Chancellor for Student Affairs, Academic Deans | Co-curricular events |

Implementation Plan | Portfolio Management of Actions

Lever 1.2: Foster innovation and creativity for faculty, staff, students and administration

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Owner(s) | Key Metric to Track |
|--|---------------|----------|--|----------------|-----------------------------|--|-----------------------------------|
| 1.2.6 Develop minor and certificate programs in leadership, entrepreneurship, humanitarian engineering and science, and creativity | Sept. 1, 2013 | 2 years | Personnel time | | | Vice Provost for Undergraduate Studies, Vice Provost for Graduate Studies, Vice Chancellor for Student Affairs, Academic Deans | Programs developed |
| 1.2.8 Identify ways in which graduate students' research can be transformed into entrepreneurial application | July 1, 2014 | 2 years | Personnel time | Space | Funds to support activities | Vice Provost for Research, Vice Provost for Graduate Studies | Report recommending opportunities |
| 1.2.10 Identify, develop and implement professional development plans to enhance leadership, creativity, and innovation for the staff in each department or unit (See Action 2.4.4) | Oct. 1, 2013 | 5 years | Department / unit supervisor support; personnel time | | \$20,000 Year 2 and beyond | Human Resource Services | Develop department and unit plans |

Implementation Plan | Portfolio Management of Actions

Lever 1.2: Foster innovation and creativity for faculty, staff, students and administration

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefit | Owner(s) | Key Metric to Track |
|--|------------|----------|--------------------|----------------|-----------------|-----------------|--|---------------------------|
| 1.2.12 Develop and implement professional development and leadership plans for students to enhance creativity and innovation | July 2014 | 2 years | Personnel time | | | | Vice Chancellor for Student Affairs | Number of plans developed |
| 1.2.13 Identify, develop and implement developmental experiences designed to enhance students interpersonal, communication and leadership skills | July 2014 | 2 years | Personnel time | | | | Vice Chancellor for Student Affairs, Vice Provost for Undergraduate Studies, Vice Provost and Dean for Enrollment Management | Experiences developed |
| 1.2.14 Provide a multi-dimensional model of wellness that promotes whole-person concept and encourages personal development and lifelong health | July 2014 | 2 years | Personnel time | | | | Vice Chancellor for Student Affairs, Associate Vice Chancellor of HRSAAID | Models developed |

Implementation Plan | Overview of Metrics

Lever 1.2: Foster innovation and creativity for faculty, staff, students and administration

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---------------------------------|---|--|------------------------|---|
| Innovation projects implemented | 1.2.1: Create and promote an innovation team that solicits and considers creative suggestions from the S&T family. Empower owners for implementation. Create a small fund to implement several each year. | Success rate in reaching funded project metrics | No team or funds exist | Year 1: Create team, guidelines and plans for dissemination. Year 2: Achieve 80% success rate in reaching funded project metrics. |
| | 1.2.2: Explore creating a Learning Commons with state-of-the-art collaborative technology, practice presentation rooms, experimental technology lab with video editing and 3D printing capability for teaching, learning and research. Training on how to effectively use the commons would be included. (See Lever 3.9) | Decision on implementing Learning Commons Facility | | Develop list of learning commons needs Develop recommendations for collaborative technology and training needs Review and revise list of opportunities annually |

Implementation Plan | Overview of Metrics

Lever 1.2: Foster innovation and creativity for faculty, staff, students and administration

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---------------------------------|--|---|--------------------------------------|--|
| Innovation projects implemented | 1.2.3: Devise a plan for TedX-like series for students, faculty and staff (e.g., experiential learning activities, professional development) | Develop a plan for implementing TedX and evaluate | Percent usage in learning activities | <p>Year 1: Develop a plan for implementing TedX and evaluate</p> <p>Year 2: Implement plan</p> |
| | 1.2.5: Identify a series of co-curricular events (e.g., intersession or alternative spring break events) for interdisciplinary groups of students, faculty and/or staff focused on providing solutions for problem-solving, innovation or leadership | Identify and schedule co-curricular events | Historical | <p>Year 1: Number of faculty, staff, and students involved in key events</p> <p>Year 2: Percent increase in number of faculty, staff, or students involved in key events</p> |
| | 1.2.6: Develop minor and certificate programs in leadership, entrepreneurship, humanitarian engineering and science, and creativity. | Programs developed | Calendar Year 2012 | <p>Year 1: Calendar Year 2012 +1 program added</p> <p>Year 2: Add 1 more program</p> |

Implementation Plan | Overview of Metrics

Lever 1.2: Foster innovation and creativity for faculty, staff, students and administration

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---------------------------------|--|--------------------------------|------------|---|
| Innovation projects implemented | 1.2.8: Identify ways in which graduate students' research can be transformed into entrepreneurial application | Report of opportunities | Historical | Year 1: Report recommendations and opportunities Year 2: Implement |
| | 1.2.10: Identify, develop and implement professional development plans to enhance leadership, creativity and innovation for the staff in each department or unit | Professional development plans | Historical | Year 1: Identify needs and resources Year 2: Develop plans Year 5: Implement plans |
| | 1.2.12: Develop and implement professional development and leadership plans for students to enhance creativity and innovation | Number of plans developed | | |
| | 1.2.13: Identify, develop and implement developmental experiences designed to enhance students interpersonal, communication and leadership skills | Experiences developed | | |
| | 1.2.14: Provide a multi-dimensional model of wellness that promotes whole-person concept and encourages personal development and lifelong health | Models developed | | |

Implementation Plan | Portfolio Management of Actions

Lever 1.3: Establish database of measures to define student access to faculty and staff

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|--------------------|----------------|-----------------|------------------|--|--|
| 1.3.1: Define meaningful interaction with students | July 1, 2014 | 6 months | Personnel time | | | | Vice Provost for Undergraduate Studies and Vice Provost for Graduate Studies, Vice Chancellor for Student Affairs, Department Chairs, Institutional Research, Academic Deans | Benchmarking metrics of meaningful student interaction |
| 1.3.2: Obtain data on number of faculty and other parameters | Jan. 1, 2015 | 6 months | Personnel time | | | | Institutional Research | Benchmark ratios to national standards and comparator universities |
| 1.3.3: Obtain data on number of professional/exempt staff and other parameters | Jan. 1, 2015 | 6 months | Personnel time | | | | Institutional Research | Benchmark ratios to national standards and comparator universities |

Implementation Plan | Overview of Metrics

Lever 1.3: Establish database of measures to define student access to faculty and staff

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|--|---|----------------------------------|--|
| Recommendation on metrics to define student-faculty interaction | 1.3.1: Define meaningful interaction with students | Benchmarking metrics of meaningful student interaction | Current organizational structure | 6-month Target: Submittal of recommendation |
| | 1.3.2: Obtain data on number of faculty and other parameters | Data on number of faculty and other parameters defined in 1.3.1 | | Year 1: Obtain appropriate data for S&T and comparator institutions |
| | 1.3.3: Obtain data on number of professional/exempt staff and other parameters | Data on number of professional/exempt staff and other parameters defined in 1.3.1 | | Year 1: Obtain appropriate data for S&T and comparator institutions |

Implementation Plan/Actions and Metrics

Theme 2¹

Enhance reputation and raise visibility

Metric 1

Percentage of General Operating Revenue dedicated to institutional marketing and visibility efforts comparable to best-in-class universities (**Baseline:** 0; **Target 2020:** 1%)

Metric 2

Increase the number of additional faculty members through strategic hiring to leverage S&T as Missouri's technological research university (**Baseline:** 0; **Target 2020:** 100)

¹ Only Theme 2 actions initiated in the first year are shown in this section.

Implementation Plan | Portfolio Management of Actions

Lever 2.1: Employ transformative and focused faculty hiring and retention, including cluster hires in select areas of expertise to support best in class (BIC) achievements

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|--------------------|----------------|-----------------|------------------|---|---|
| 2.1.1: Initiate discussion on another two BIC areas | July 1, 2014 | 1 year | Personnel time | | | | Provost, Vice Provost for Research, Chancellor | Detailed description of BIC areas for investment |
| 2.1.2: Develop and implement a process to transparently allocate all faculty positions to impact strategic plan and progress on unit performance measures (related to Action 2.3.1 and used in Action 2.2.4) | July 1, 2013 | 7 years | Personnel time | | | | Provost, Chancellor, Academic Deans | Number of open and new faculty positions allocated to impact strategic plan and progress on unit performance measures |
| 2.1.3: Develop and implement a process to allocate faculty raises aligned with the strategic plan to address retention and reward high productivity | July 1, 2014 | 6 years | Personnel time | | | | Provost, Chancellor | GRA allocated faculty raises for retention/ productivity |
| 2.1.4: Identify and pursue companies, foundations and individual donors for charitable gifts to hire two national academy stature faculty in endowed chair positions in strategic areas #1 and #2 | July 1, 2013 | 7 years | Personnel time | | | | Vice Chancellor for University Advancement, Vice Provost for Research | Number of national academy stature faculty hired |

Implementation Plan | Portfolio Management of Actions

Lever 2.1: Employ transformative and focused faculty hiring and retention, including cluster hires in select areas of expertise to support best in class (BIC) achievements

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|-------------------------|----------|--------------------|----------------|-----------------|------------------|---|--|
| 2.1.6: Identify and pursue companies, foundations and individual donors to fund startup packages | July 1, 2013 | 1 year | Personnel time | | | | Vice Chancellor for University Advancement, Department Chairs, Academic Deans | Report on potential funding for startup packages |
| 2.1.7: Finalize third and fourth BIC areas for investment beginning in year 2 | <i>See Action 2.1.1</i> | | Personnel time | | | | Provost, Vice Provost for Research, Chancellor | |
| 2.1.8: Identify and pursue companies, foundations and individual donors for charitable gifts to hire two national academy stature faculty in endowed chair positions in strategic areas #3 and #4 | July 1, 2014 | 6 years | Personnel time | | | | Vice Chancellor for University Advancement, Vice Provost for Research | Number of national academy stature faculty hired |

Implementation Plan | Overview of Metrics

Lever 2.1: Employ transformative and focused faculty hiring and retention, including cluster hires in select areas of expertise to support best in class (BIC) achievements

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|---|---|-------------------|--|
| Number of Phase 2 strategic faculty hires Baseline: 0 Year 1 Target: 0 Year 7 Target: 20 new | 2.1.1 and 2.1.7: Identify two BIC areas for investment | Detailed description of BIC areas for investment | None | Year 1: Detailed description of four BIC areas for investment |
| | 2.1.2: Develop and implement a process to transparently allocate all faculty positions to impact strategic plan and progress on unit performance measures (<i>related to Action 2.3.1 and used in Action 2.2.4</i>) | Number of open and new faculty positions allocated to impact strategic plan and progress on unit performance measures | 0 | Year 1: 0 Year 7: All open and new positions filled strategically |
| | 2.1.3: Develop and implement a process to allocate faculty raises aligned with the strategic plan to address retention and reward high productivity | GRA allocated faculty raises for retention/ productivity | No common process | Year 1: Merit pool + additional pool for high productivity Year 5: Sustainable raise pool to address retention and high productivity (<i>See Lever 2.3</i>) |
| | 2.1.4: Identify and pursue companies, foundations and individual donors for charitable gifts to hire two national academy stature faculty in endowed chair positions in strategic areas #1 and #2 | Number of national academy stature faculty hired | 0 | Year 3: 1 Year 4: 2 (<i>See Lever 3.9</i>) Year 5: 1 (<i>See Lever 3.9</i>) |

Implementation Plan | Overview of Metrics

Lever 2.1: Employ transformative and focused faculty hiring and retention, including cluster hires in select areas of expertise to support best in class (BIC) achievements

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|---|--|----------|--|
| Number of Phase 2 strategic faculty hires Baseline: 0 Year 1 Target: 0 Year 7 Target: 20 new | 2.1.6: Identify and pursue companies, foundations and individual donors to fund startup packages | Report on potential funding for startup packages | 0 | Year 1: Report completed (See Lever 3.9) |
| | 2.1.7: Finalize third and fourth BIC areas investment beginning in year 2 (See Action 2.1.1) | | | |
| | 2.1.8: Identify and pursue companies, foundations and individual donors for charitable gifts to hire two national academy stature faculty in endowed chair positions in strategic areas #3 and #4 | Number of national academy stature faculty hired | 0 | Year 4: 1 Year 7: 2 (See Lever 3.9) |

Implementation Plan | Portfolio Management of Actions

Lever 2.2: Leverage S&T as Missouri's technological research university

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|----------------------|----------------------|---|------------------|---|--|
| 2.2.1: Increase S&T's undergraduate enrollment by 500 by 2020 | July 1, 2013 | 7 years | Personnel time | | | | Vice Provost and Dean of Enrollment Management | Undergraduate enrollments |
| 2.2.2: Increase S&T's Ph.D. enrollment by 200-400 by 2020 | July 1, 2013 | 7 years | Personnel time | | | | Vice Provost of Graduate Studies | Number of PhD's |
| 2.2.3: Increase the number of T/TT (NTT) faculty members by 67 (33) (12 T/TT faculty in conjunction with Lever 2.1 focused areas in Phase 1 hiring) | July 1, 2013 | 7 years | Fund in three phases | Phase 1: \$1,000,000 | Phase 1: \$4,220,000 | | Provost, Vice Provost for Research, Department Chairs, Academic Deans | Number of T/TT and NTT faculty |
| 2.2.4: Transparently allocate as defined in Action 2.1.2 all open and new faculty positions to impact strategic plan and progress on unit performance measures | July 1, 2013 | 7 years | Personnel time | | Phase 1: \$3,000,000 (estimated 25 open lines in years 1 and 2) | | Provost, Chancellor, Academic Deans | Number of positions filled in line with strategic plan and progress on unit performance measures |
| 2.2.5: Increase the number of technical/specialized staff members to support strategic program activities | July 2013 | 7 years | Personnel time | | Phase 1: \$70,000 | | Academic Deans, Associate Vice Chancellor of HRSAADI | Number of full-time tech and specialized staff members |

Implementation Plan | Portfolio Management of Actions

Lever 2.2: Leverage S&T as Missouri's technological research university

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|---------------|----------|--------------------|----------------|-----------------|------------------|----------|--|
| 2.2.6: S&T will develop specific agreements with UM campuses and possibly other academic institutions to collaborate in delivering courses and degrees that enhance the current portfolios on each campus | Sept. 1, 2014 | 5 years | Personnel time | | | | Provost | Agreements between campuses - Year 1 target is one new agreement |

Implementation Plan | Overview of Metrics

Lever 2.2: Leverage S&T as Missouri's technological research university

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|--|--|----------------------------|--|
| <p>Metric: Undergraduate enrollment; graduate enrollment; new signed agreements</p> <p>Baseline: Fall 2012; no new agreements</p> <p>Year 1 target: 90, 19; 1 agreements</p> <p>Year 7 target: 500; 200-400; 3 agreements</p> | <p>2.2.1: Increase S&T's undergraduate enrollment by 500 by 2020</p> | Undergraduate enrollment numbers | AY12/13 enrollment numbers | <p>Year 1: Increase UG enrollment by 90</p> <p>Year 7: Increase UG enrollment by 500</p> |
| | <p>2.2.2: Increase S&T's Ph.D. enrollment by 200-400 by 2020</p> | Number of PhD students | AY12/13 enrollment numbers | <p>Year 1: Increase the number of PhD students by 19</p> <p>Year 7: Increase the number of PhD students by 200-400</p> |
| | <p>2.2.3: Increase the number of T/TT (NTT) faculty members by 67 (33) (12 T/TT faculty hired in Phase 1 in conjunction with Lever 2.1)</p> | Number of T/TT and NTT faculty | Number of AY12/13 faculty | <p>Year 1: Increase by 16 by Year 1 (and another 17 by Year 2 in Phase 1)</p> <p>Year 7: Increase by 100</p> |
| | <p>2.2.4: Transparently allocate as defined in Action 2.1.2 all open and new faculty positions to impact strategic plan and progress on unit performance measures</p> | Number of positions filled in line with strategic plan and progress on unit performance measures | 0 | <p>Year 1: Increase by 16 new by Year 1 (and another 17 new by Year 2 in Phase 1); Fill 25 open positions strategically</p> <p>Year 7: All open and new positions filled strategically</p> |

Implementation Plan | Overview of Metrics

Lever 2.2: Leverage S&T as Missouri's technological research university

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|--|---|---|--|
| Metric: Undergraduate enrollment; graduate enrollment; new signed agreements Baseline: Fall 2012; no new agreements Year 1 target: 90, 19; 1 agreements Year 7 target: 500; 200-400; 3 agreements | 2.2.5: Increase the number of technical/specialized staff members to support strategic activities | Number of technical/specialized staff on campus | Number of AY12/13 technical/specialized staff | Year 1: Increase Year 7: Increase |
| | 2.2.6: S&T will develop specific agreements with UM campuses and possibly other academic institutions to collaborate in delivering courses and degrees that enhance the current portfolios on each campus | Number of agreements | No agreements | Year 1: 1 Year 7: 3 |

Implementation Plan | Portfolio Management of Actions

Lever 2.3: Develop a culture of excellence in research, scholarship and creative activity among faculty, staff and students

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|--------------------|---------------------------|-----------------|------------------|---|--|
| 2.3.1 Develop and implement performance-based resource allocation models commensurate with degree offerings, including productivity in research, scholarship and creative works (See Actions 1.3.1 and 3.1.1) | July 1, 2013 | 2 years | Personnel time | | | | Provost, Academic Deans | Inter-department general revenue appropriations distribution models |
| 2.3.2 Identify and take actions to improve the metrics that contribute to increasing the national ranking of five graduate programs (See Action 3.1.2) | July 1, 2014 | 5 years | Personnel time | | | | Provost, Vice Provost for Graduate Studies, Department Chairs, Academic Deans | Select five departments and measures used in graduate rankings |
| 2.3.3 Be selected to lead a National Science Foundation Engineering Research Center-type center | July 1, 2014 | 5 years | Personnel time | | | | Vice Provost for Research | Number of NSF ERC-type centers |
| 2.3.4 Continue establishing new sustainable industry-funded research consortia | July 1, 2013 | Ongoing | Personnel time | \$140,000 (as determined) | | | Vice Provost for Research | Number of new industry-funded research consortia |
| 2.3.5 Establish programs and facilities to host visiting world-class faculty | July 1, 2014 | 5 years | Personnel time | | | | Provost, Academic Deans | Number of world-class faculty hosted |
| 2.3.8 Expand research and entrepreneurial opportunities for undergraduate students, including the Opportunities for Undergraduate Research Experiences program | July 1, 2014 | 4 years | Personnel time | | | | Vice Provost for Undergraduate Studies, Academic Deans | Number of UG students enrolled in course 390 and/or supported by external research funding |

Implementation Plan | Portfolio Management of Actions

Lever 2.3: Develop a culture of excellence in research, scholarship and creative activity among faculty, staff and students

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|--------------------|----------------|-----------------|------------------|--|--|
| 2.3.9: Balance teaching and research relative to comparator institutions by enforcing workload policy | July 1, 2014 | 2 years | Personnel time | | | | Department Chair Council, Provost, Academic Deans | Number of departments with workload policy in place |
| 2.3.10: Develop and implement a new program to instill a culture of excellence in research, scholarship and creative works in early career faculty | July 1, 2014 | 2 years | Personnel time | | | | Department Chairs, Academic Deans | Improvement in annual department defined research, scholarship and creative activity metrics |
| 2.3.11: Develop and implement a new program to instill a culture of excellence in research, scholarship and creative works in doctoral students | July 1, 2015 | 2 years | Personnel time | | | | Vice Provost for Graduate Studies, Department Chairs, Academic Deans | Improvement in annual department defined research, scholarship and creative activity metrics |
| 2.3.12: Develop and implement a cost share program to support students to attend national conferences to present their research results | July 1, 2014 | 2 years | Personnel time | | | | Academic Deans | Development of program |

Implementation Plan | Overview of Metrics

Lever 2.3: Develop a culture of excellence in research, scholarship and creative activity among faculty, staff and students

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|--|--|---------------------------|--|
| <p>Metric: Improvement in annual department-defined research, scholarship and creative activity metrics</p> <p>Baseline: Calendar Year 2012 (\$28.5 million research expenditures; 14 citations per tenure/tenure track faculty)</p> <p>Year 1 Target: \$29M research expenditures; 15 citations per tenure/tenure track faculty</p> <p>Year 7 Target: \$40M research expenditures; 20 citations per tenure/tenure track faculty</p> | <p>2.3.1: Develop and implement performance-based resource allocation models commensurate with degree offerings, including productivity in research, scholarship and creative works</p> | Inter-department general revenue appropriation distribution models | Historical | <p>Year 1: Department performance-based resource allocation model</p> <p>Year 5: Distribution model implemented</p> |
| | <p>2.3.2: Identify and take actions to improve the metrics that contribute to increasing the national ranking of five graduate programs</p> | Select five departments and measures used in graduate rankings | Latest values of measures | <p>Year 1: Metrics identified and department-specific actions identified</p> <p>Year 5: Improvement in measures equivalent to schools in next tier</p> |
| | <p>2.3.3: Be selected to lead a National Science Foundation Engineering Research Center-type center</p> | Number of S&T NSF ERC type centers | 0 | <p>Year 1: At least one proposal submitted</p> <p>Year 5: 1</p> |
| | <p>2.3.4: Continue establishing new sustainable industry-funded research consortia</p> | Number of industry consortia | 5 | <p>Year 1: 1 new</p> <p>Year 5: 2 new</p> |
| | <p>2.3.5: Establish programs and facilities to host visiting world-class faculty</p> | Number of world-class faculty hosted | Calendar Year 2012 | <p>Year 1: Calendar Year 2012 +5</p> <p>Year 5: 2x Calendar Year 2012</p> |

Implementation Plan | Overview of Metrics

Lever 2.3: Develop a culture of excellence in research, scholarship and creative activity among faculty, staff and students

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|---|---|---------------------------------|---|
| <p>Metric: Improvement in annual department-defined research, scholarship and creative activity metrics</p> <p>Baseline: Calendar Year 2012 (\$28.5 million research expenditures; 14 citations per tenure/tenure track faculty)</p> <p>Year 1 Target: \$29M research expenditures; 15 citations per tenure/tenure track faculty</p> <p>Year 7 Target: \$40M research expenditures; 20 citations per tenure/tenure track faculty</p> | 2.3.8: Expand research and entrepreneurial opportunities for undergraduate students, including the Opportunities for Undergraduate Research Experiences program | Number of undergraduate students involved in course 390 and/or supported by external research funding | Calendar Year 2012 | <p>Year 2: 10% increase to Calendar Year 2012</p> <p>Year 5: 50% increase to Calendar Year 2012</p> |
| | 2.3.9: Balance teaching and research relative to comparator institutions by enforcing workload policy | Number of departments with workload policy in place | Calendar Year 2012 | Year 1: All academic departments |
| | 2.3.10: Develop and implement a new program to instill a culture of excellence in research, scholarship and creative works in early career faculty | Improvement in annual department defined research, scholarship and creative activity metrics | Departmental Calendar Year 2012 | <p>Year 1: Develop new program</p> <p>Year 2: Implemented</p> |
| | 2.3.11: Develop and implement a new program to instill a culture of excellence in research, scholarship and creative works in doctoral students | Improvement in annual department-defined research, scholarship and creative activity metrics | Departmental Calendar Year 2012 | <p>Year 1: Develop new program</p> <p>Year 2: Implemented</p> |
| | 2.3.12: Develop and implement a cost share program to support students to attend national conferences to present their research results | Development of the program | None exists currently | Year 1: Develop new program |
| | | | | |

Implementation Plan | Portfolio Management of Actions

Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|----------------------------|----------|--|----------------|-----------------|--|--------------------------------------|--|
| 2.4.1: Marketing Leadership Team guides development of an integrated, campuswide communications and marketing plan | July 1, 2013 | Ongoing | Dedicated staff time from Communications. Personnel time | | | Institutional support of marketing for key revenue streams (enrollment, fundraising, research) | Director of Communications | Organizational structure established, regular participation by campus leadership |
| 2.4.2: Core Marketing Network provides consultation to the Marketing Leadership Team to establish an integrated, campuswide communications and marketing plan | July 1, 2013 | Ongoing | Dedicated staff time from Communications. Personnel time | | | Institutional support of marketing for key revenue streams (enrollment, fundraising, research) | Assistant Director of Communications | Organizational structure established |
| 2.4.4: The Marketing Leadership Team, in consultation with the Core Marketing Network, shall identify marketing staff who will be responsible for implementing the plan and shall create a professional development plan to help ensure those staff are trained to carry out their responsibilities (See Action 1.2.10) | July 2013 to February 2014 | 5 years | Staff time from Communications and Core Marketing Network. Personnel time | | | Institutional support of marketing for key revenue streams (enrollment, fundraising, research) | Director of Communications | Training needs identified and prioritized; professional development budget identified; professional development budget secured (recurring) |

Implementation Plan | Portfolio Management of Actions

Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|---------------------------|----------|--|----------------|---|--|--|---|
| 2.4.5: Fully commit to the Missouri S&T brand by removing references to “formerly the University of Missouri-Rolla” in all marketing materials targeting the key customer groups | July 2013 to June 2014 | 2 years | Will require enforcement through communications department, printing and mail services, IT, and others, and therefore tradeoffs in terms of workload | | | Institutional support of marketing for key revenue streams (enrollment, fundraising, research) | Marketing Leadership Team, Core Marketing Network | Proposal approved by Marketing Leadership Team, Campus Leadership |
| 2.4.7: Seek matching commitments to fund a portion of campuswide communications and marketing efforts | July 2014 | 2 years | Personnel time | | | Additional private support dedicated to marketing | Assistant Vice Chancellor for University Advancement | Funding secured |
| 2.4.8: Require all communications and marketing materials (print, web, video, etc.) to be reviewed by a central marketing team to ensure consistency of messaging, appearance and tone | January 2014 to June 2014 | 5 years | 1 new full-time position in Communications Department; funding for 2 student assistant positions within Communications Department | | \$70,000 (\$60,000 for position; \$10,000 for 2 student assistants) | Institutional support of marketing for key revenue streams (enrollment, fundraising, research) | Director of Communications | Proposal approved; funding secured |

Implementation Plan | Portfolio Management of Actions

Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|---------------------------|----------|--|--------------------|-----------------------|--|----------------------------|---|
| 2.4.9: Obtain commitment from campus leadership to create a recurring budget for campuswide marketing | July 2013 to October 2013 | 7 years | Dedicated staffing from Communications. Personnel time | | \$500,000/year target | Institutional support of marketing for key revenue streams (enrollment, fundraising, research) | Director of Communications | Proposal approval; level of funding |
| 2.4.11: Centralize all communications and marketing operations | July 2014 | 5 years | (See Action 2.4.8) | (See Action 2.4.8) | | Institutional support of marketing for key revenue streams (enrollment, fundraising, research) | Director of Communications | Proposal to centralize approved; structure implemented; funding secured |

Implementation Plan | Overview of Metrics

Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|--|--|--|---|
| <p>Metric:</p> <p>1. Creation of integrated, campuswide marketing plan targeting key customer groups and focusing on national reputation in terms of return on investment</p> <p>2. Improvement in levels of visibility and awareness among key customer groups in terms of Missouri S&T's value and return on investment</p> <p>Baseline: Data from customer groups and third-party sources such as national ranking publications</p> <p>Year 1 Target: Based on baseline data</p> <p>Year 5 Target: Based on baseline data and goals of marketing plan</p> | <p>2.4.1 Marketing Leadership Team guides development of an integrated, campuswide communications and marketing plan</p> | Organizational structure established, regular participation by campus leadership | | <p>Year 1: Team completes Actions 2.4.3, 2.4.9, 2.4.10, 2.4.4 (below); Team endorses Actions 2.4.9, 2.4.8, 2.4.11, 2.4.5, 2.4.7 (below)</p> |
| | <p>2.4.2 Core Marketing Network provides consultation to the Marketing Leadership Team to establish an integrated, campuswide communications and marketing plan</p> | Organizational structure established | | <p>Year 1: Network coordinates with Marketing Leadership Team to complete Actions 2.4.3, 2.4.10, 2.4.4 (below); Team endorses Actions 2.4.9, 2.4.8, 2.4.11, 2.4.5, 2.4.7 (below)</p> |
| | <p>2.4.4 Identify marketing staff who will be responsible for implementing the plan and shall create a professional development plan to help ensure those staff are trained to carry out their responsibilities</p> | Staff identified; training needs identified | | <p>Year 1: Professional development plan created</p> <p>Year 2: Professional development/training implemented</p> |
| | <p>2.4.5 Remove references to “formerly the University of Missouri-Rolla” in all marketing materials targeting the key customer groups</p> | Progress toward eliminating “formerly the University of Missouri-Rolla” | Inconsistent references to “formerly...” in marketing materials, depending on customer group | <p>Year 1: Communications audit to identify issues in marketing materials</p> <p>Year 2: Removal of “formerly...” from all marketing materials</p> |
| | <p>2.4.7 Seek matching commitments to fund a portion of campuswide communications and marketing efforts</p> | Proposal delivered to appropriate groups for funding support (perhaps for one-time cost such as consulting firm) | | <p>Year 1: Secure one-time or other funding</p> |

Implementation Plan | Overview of Metrics

Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|--|---|--|---|
| <p>Metric:</p> <ol style="list-style-type: none"> 1. Creation of integrated, campuswide marketing plan targeting key customer groups and focusing on national reputation in terms of return on investment 2. Improvement in levels of visibility and awareness among key customer groups in terms of Missouri S&T's value and return on investment <p>Baseline: Data from customer groups and third-party sources such as national ranking publications</p> <p>Year 1 Target: Based on baseline data</p> <p>Year 5 Target: Based on baseline data and goals of marketing plan</p> | <p>2.4.8: Require all communications and marketing materials (print, web, video, etc.) to be reviewed by a central marketing team to ensure consistency of messaging, appearance and tone</p> | <p>Review process developed and staffing needs identified; communications audit</p> | <p>Historical, decentralized process</p> | <p>Year 1: Develop process, staffing needs; begin process</p> <p>Year 2: Communications audit</p> |
| | <p>2.4.9: Obtain commitment from campus leadership to create a recurring budget for campuswide marketing</p> | <p>Commitment secured</p> | <p>\$0</p> | <p>Year 2: Recurring target: \$500,000 annually.</p> |

Implementation Plan | Overview of Metrics

Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

| Metrics for Levers | Actions | Metric | Baseline | First-Year Target |
|---|--|--|-----------------------------------|--|
| <p>Metric:</p> <ol style="list-style-type: none"> Creation of integrated, campuswide marketing plan targeting key customer groups and focusing on national reputation in terms of return on investment Improvement in levels of visibility and awareness among key customer groups in terms of Missouri S&T's value and return on investment <p>Baseline: Data from customer groups and third-party sources such as national ranking publications</p> <p>Year 1 Target: Based on baseline data</p> <p>Year 5 Target: Based on baseline data and goals of marketing plan</p> | <p>2.4.10.a: Examine best-in-class institutions' practices and incorporate into Missouri S&T marketing planning as applicable</p> | Marketing data gathered from institutions, including site visits | | <p>Year 1: Initial data gathered, presented to Marketing Leadership Team and Core Marketing Network</p> |
| | <p>2.4.11: Centralize all communications and marketing operations</p> | Level of centralization | Historical, decentralized process | <p>Year 1: Develop processes, policies for centralized marketing; processes and policies approved by campus leadership</p> <p>Year 2: Implement centralized marketing campuswide</p> |

Implementation Plan | Portfolio Management of Actions

Lever 2.5: Modify our conventional methods of teaching to accommodate current, new and advanced technology that will enhance student learning and increase faculty productivity

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|------------------------------------|----------------|-----------------|------------------|-------------------------|---|
| 2.5.2: Enhance resources for distance and blended learning, particularly with respect to the management and distribution of multimedia objects (Aid professors use in classroom instead of taking a field trip) | July 1, 2014 | 3 years | | | | | Academic Deans | Number of multimedia objects |
| 2.5.3: Increase instructional design support and online facilitators for teaching faculty | July 1, 2013 | 2 years | IT/Education Technology Staff Time | | \$93,000 | | Provost, Academic Deans | Increase number of successful students |
| 2.5.6: Create and implement a stipend program to reward faculty who incorporate Blended Learning techniques into their courses | July 1, 2013 | Ongoing | Faculty Time | | \$105,000 | | Provost, Academic Deans | Increase in number of blended courses Increase in number of faculty involved |
| 2.5.8: Redesign high-volume courses through integration of new technology and modified teaching methods to enhance student learning | July 2013 | 5 years | | | | | Academic Deans | Number of courses redesigned |

Implementation Plan | Overview of Metrics

Lever 2.5: Modify our conventional methods of teaching to accommodate current, new and advanced technology that will enhance student learning and increase faculty productivity

| Metrics for Levers | Actions | Metrics | Baseline | Target |
|--|---|---|----------|---|
| Metric: Increase in student success in redesigned courses Baseline: AY 2012-2013 Initial Target: 7% increase in calculus success | 2.5.2: Enhance resources for distance and blended learning, particularly with respect to the management and distribution of multimedia objects (Aid professors use in classroom instead of taking a field trip) | Number of multimedia objects | | |
| | 2.5.3: Increase instructional design support and online facilitators for teaching faculty | Increase number of successful students | None | Year 1: Initiate redesign of one calculus course |
| | 2.5.6: Create and implement a stipend program to reward faculty who incorporate Blended Learning techniques into their courses | Increase in number of blended courses Increase in number of faculty involved | | Year 1: Faculty investment in calculus course redesign |
| | 2.5.8: Redesign high-volume courses through integration of new technology and modified teaching methods to enhance student learning | Number of courses redesigned | | |

Implementation Plan | Portfolio Management of Actions

Lever 2.7: Address administrative structural changes to facilitate strategy and enhance national visibility

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|-----------|--------------------|----------------|-----------------|------------------|------------|--|
| 2.7.1: Implement the organizational structure appropriate to strategic plan | July 1, 2013 | 1.5 years | Personnel time | | | | Chancellor | Implement the organizational structure changes appropriate to strategic plan |

Implementation Plan | Overview of Metrics

Lever 2.7: Address administrative structural changes to facilitate strategy and enhance national visibility

| Metrics for Levers | Actions | Metrics | Baseline | Target |
|--|---|---------|----------------------------------|---|
| Address administrative structural changes to facilitate strategy and enhance national visibility | 2.7.1: Implement the organizational structure appropriate to strategic plan | | Current organizational structure | New or revised organizational structure |

Implementation Plan/Actions and Metrics

Theme 3¹

Achieve sustainable growth to ensure best return on investment

Metric 1

Undergraduate student enrollment (**Baseline:** 5,843; **Target 2020:** 6,343)

Metric 2

Graduate student enrollment (**Baseline:** 1,804; **Target 2020:** 2,004-2,204)

¹ Only Theme 3 actions initiated in the first year are shown in this section.

Implementation Plan | Portfolio Management of Actions

Lever 3.1: Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports a Carnegie ranking as a national, research university

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|---|--------------------|----------------|-----------------|------------------|--|--|
| 3.1.1: Continue performing comparisons of academic department productivity to peer institutions (<i>See Actions 2.3.1 and 1.3.1</i>) | July 1, 2013 | 1 year | Personnel time | | | | Provost, Department Chairs, Academic Deans | Academic departments complete comparison of productivity measures |
| 3.1.2: Identify and take actions to improve the metrics that contribute to increasing the national ranking of all graduate programs (<i>See Action 2.3.2</i>) | July 1, 2014 | 5 years | Personnel time | | | | Provost, Department Chairs, Academic Deans, Vice Provost of Graduate Studies | Select measures used in graduate rankings and acquire values and departmental specific metrics for improvement |
| 3.1.3: Evaluate the need for new or elimination of existing degree programs | Oct. 1, 2013 | 1 year initial recommendations, ongoing | Personnel time | | | | Provost, Academic Deans | Recommendations |

Implementation Plan | Overview of Metrics

Lever 3.1: Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports a Carnegie ranking as a national, research university

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|--|---|---------------------------|--|
| Metric: Improvement in annual department defined research, scholarship and creative activity metrics Year 5 Target: 10% increase in department-determined productivity measures | 3.1.1: Continue performing comparisons of academic department productivity to peer institutions. (See Actions 2.3.1 and 1.3.1) | Department specific productivity measures | | Year 1: All academic departments have defined productivity metrics and have performed comparison |
| | 3.1.2: Identify and take actions to improve the metrics that contribute to increasing the national ranking of all graduate programs. (See Action 2.3.2) | Select measures used in graduate rankings, acquire values, and identify department specific actions for improvement | Latest values of measures | Year 1: Select measures used in graduate rankings, acquire values, and identify department specific actions for improvement |
| | 3.1.3: Evaluate the need for new or elimination of existing degree programs | Recommendations | | Recommendations ongoing |

Implementation Plan | Portfolio Management of Actions

Lever 3.2: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefit | Owner(s) | Key Metric to Track |
|---|--------------|----------|--------------------|----------------|-----------------|-----------------|--|--------------------------------------|
| 3.2.1: Create a corporate relations office and determine the role it should play in assisting the various interests within the S&T community in establishing appropriate relationships with external constituents | July 1, 2014 | 1 year | Personnel time | | | | Chancellor, Chancellor's Cabinet | Documentation of approval for office |
| 3.2.3: Develop a funding mechanism to support the office and its activities | July 1, 2013 | 2 years | Personnel time | | | | Vice Chancellor for Finance and Administration | Funding mechanism developed |

Implementation Plan | Portfolio Management of Actions

Lever 3.2: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefit | Owner(s) | Key Metric to Track |
|---|---------------|----------|--------------------|----------------|-----------------|-----------------|--------------------------|--|
| 3.2.6: Broadly identify needs of external constituents that could be met by S&T | Sept. 1, 2014 | 5 years | Personnel time | | | | Corporate Relations Team | Needs identified |
| 3.2.7: Determine mechanisms to develop reciprocal partnerships | Sept. 1, 2014 | 5 years | Personnel time | | | | Corporate Relations Team | Number of corporate partners Development of mechanism |
| 3.2.8: Develop a method for evaluating the relative strength and breadth of the partnerships with external constituents (research, student hiring, giving, distance courses, board memberships, etc.) | Sept. 1, 2014 | 1 year | Personnel time | | | | Corporate Relations Team | Acceptance of evaluation method |

Implementation Plan | Portfolio Management of Actions

Lever 3.2: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefit | Owner(s) | Key Metric to Track |
|--|---------------|----------|--------------------|----------------|-----------------|-----------------|---------------------------------|--|
| 3.2.9: Develop a matrix that reflects the multiple results of Action 3.2.1 above and provides an overall indication of the strength of the relationship and helps identify paths to maintain, strengthen or expand the partnership | Sept. 1, 2014 | 1 year | Personnel time | | | | Corporate Relations Team | Acceptance of results by both S&T and corporate community |
| 3.2.10: Create a concierge approach to corporate relations including a web presence that supports the mission of the office | Sept. 1, 2014 | 5 years | Personnel time | | | | Corporate Relations Office Head | Acceptance of results by both S&T and corporate community Development of web page Number of corporate partnerships, corporate students, corporate research and contract revenue, gifts, students hired |

Implementation Plan | Portfolio Management of Actions

Lever 3.2: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefit | Owner(s) | Key Metric to Track |
|--|---------------|----------|--------------------|----------------|-----------------|-----------------|---------------------------------|---|
| 3.2.11: Develop marketing plan to communicate the benefits of the office to key customers. (See Lever 2.4) | Sept. 1, 2014 | 5 years | Personnel time | | | | Corporate Relations Office Head | Heightened awareness of understanding of benefits, as measured by surveys or focus groups Number of corporate partnerships, corporate students, corporate research and contract revenue, gifts, and students hired |
| 3.2.12: Work with Information Technology to create a “customer relations” management database that provides easy access to usable and actionable information | Sept. 1, 2014 | 5 years | Personnel time | | | | Corporate Relations Office Head | Number of corporate partnerships |

Implementation Plan | Overview of Metrics

Lever 3.2: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|----------------------------------|---|--|----------|----------------------------|
| Number of corporate partnerships | 3.2.1: Create a corporate relations office and determine the role it should play in assisting the various interests within the S&T community in establishing appropriate relationships with external constituents | Documentation of approval for office | | Office created |
| | 3.2.3: Develop a funding mechanism to support the office and its activities. | Funding mechanism is created. Allocation of funds to support office. | | Funds allocated |
| | 3.2.6: Broadly identify needs of external constituents that could be met by S&T | Needs of constituents | | Need identified and listed |
| | 3.2.7: Determine mechanisms to develop reciprocal partnerships | Number of corporate partners Development of mechanism | | |
| | 3.2.8: Develop a method for evaluating the relative strength and breadth of the partnerships with external constituents (research, student hiring, giving, distance courses, board memberships, etc.) | Evaluation method | | |

Implementation Plan | Overview of Metrics

Lever 3.2: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|----------------------------------|--|---|----------|---|
| Number of corporate partnerships | 3.2.9: Develop a matrix that reflects the multiple results of Action 3.2.1 above and provides an overall indication of the strength of the relationship and helps identify paths to maintain, strengthen or expand the partnership | Matrix | | Accepted by S&T and corporate community |
| | 3.2.10: Create a concierge approach to corporate relations including a web presence that supports the mission of the office | Development of web page | | Website complete |
| | 3.2.11: Develop marketing plan to communicate the benefits of the office to key customers (<i>See Lever 2.4</i>) | Heightened awareness of understanding of benefits, as measured by surveys or focus groups Number of corporate partnerships, corporate students, corporate research and contract revenue, gifts, and students hired | | Plan developed |
| | 3.2.12: Work with Information Technology to create a “customer relations” management data base that provides easy access to usable and actionable information | Number of corporate partnerships, corporate students, corporate research and contract revenue gifts, students hired | | Database complete |

Implementation Plan | Portfolio Management of Actions

Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|-----------|--|----------------|-----------------|------------------|---|---|
| 3.3.1: Leverage strategic funds for instructional laboratories with matching funding from non-appropriated sources | July 1, 2013 | 2-3 years | \$500,000 (strategic initiative funds); \$500,000 (match funds); approximately \$460,000 in time commitment from campus; approximately \$32,500 (campus development funds) | \$1,492,500 | | | Provost, Academic Deans | Instructional lab match funding acquired and allocated. Number of courses and students impacted. Number of remote collaborations supported. |
| 3.3.2: Continue exploring plans and processes for acquiring matching funding for research equipment in areas that have high return on investment to be matched with non-appropriated funds | July 1, 2013 | Ongoing | Personnel time | | | | Vice Provost for Research, Vice Chancellor for University Advancement | Devise a development plan. Determine feasibility. |
| 3.3.4: Continue evaluating all campus facilities for their readiness for sustainable growth and return on investment | July 1, 2013 | Ongoing | Personnel time | \$300,000 | | | Physical Facilities, Vice Chancellor for Finance and Administration | Complete the master plan |
| 3.3.5: Develop and disseminate a research infrastructure database to help departments share equipment | July 1, 2013 | 5 years | Personnel time | | | | Vice Provost for Research, Academic Deans | Database developed |

Implementation Plan | Portfolio Management of Actions

Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|-----------------------|----------------|-----------------|------------------|-------------------------------|---------------------|
| 3.3.6: Investigate the feasibility of establishing a \$20 million endowment for the maintenance of (teaching, research, and co-curricular) equipment (See Lever 3.9) | July 1, 2013 | 3 year | Time from Development | | | | Development | Analysis report |
| 3.3.10: Implement Learning Space Design Guidelines based on standard practices to guide the design of all learning spaces on campus | July 2014 | 2 years | | | | | Library Director, Development | Spaces designed |

Implementation Plan | Overview of Metrics

Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning

| Metrics for Levers | Actions | Metric | Targets |
|--|--|--|---|
| <p>Upgrades to instructional and research labs as demonstrated through expenditures; master plan complete; feasibility of endowments for equipment funding</p> <p>Baseline: No match funds or endowments</p> <p>Target: Matching funds established and expended, master plan completed, feasibility of endowments determined</p> | 3.3.1: Leverage strategic funds for instructional laboratories with match funding from non-appropriated sources | Instructional lab match funding acquired and distributed. Number of courses and students impacted. Number of remote collaborations supported | Year 2: \$500,000 and \$500,000 match |
| | 3.3.2: Devise a plan and process for acquiring match funding for research equipment in areas that have high return on investment to be matched with non-appropriated funds | Development plan | Year 1: Plan completed |
| | 3.3.4: Evaluate all campus facilities for their readiness for sustainable growth and return on investment by engaging a campus master planning consultant | Master plan | Year 1: Completed master plan |
| | 3.3.5: Develop and disseminate a research infrastructure database to help departments share equipment | Database completed | Year 1: Database accessible by departments |
| | 3.3.6: Investigate the feasibility of establishing a \$20 million endowment for the maintenance of (teaching, research, and co-curricular) equipment (See Lever 3.9) | Donor analysis of potential | Year 1: Development analysis complete |

Implementation Plan | Overview of Metrics

Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning.

| Metrics for Levers | Actions | Metric | Targets |
|--|---|------------------------|---------------------------|
| <p>Upgrades to instructional and research labs as demonstrated through expenditures; master plan complete; feasibility of endowments for equipment funding</p> <p>Baseline: No match funds or endowments</p> <p>Target: Matching funds established and expended, master plan completed, feasibility of endowments determined</p> | <p>3.3.10: Implement Learning Space Design Guidelines based on standard practices to guide the design of all learning spaces on campus</p> | <p>Spaces designed</p> | <p>Year 1: One</p> |

Implementation Plan | Portfolio Management of Actions

Lever 3.4: Promote inclusion and increase diversity of faculty, staff and students to remain relevant and competitive in a global environment

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|---------------|----------|--------------------|----------------|-----------------|------------------|---|--|
| 3.4.1: To increase diversity of faculty and staff, provide incentives to the hiring departments that select qualified underrepresented minorities | Sept. 1, 2013 | 5 years | Personnel time | | | | Chancellor | Faculty underrepresented/ female faculty, professional/ administrative staff |
| 3.4.2: To increase diversity of students, explore scholarship funding to be more competitive with underrepresented minorities/female/student recruitment (<i>See Lever 3.9</i>) | Sept. 1, 2013 | 5 years | Personnel time | | | | Vice Chancellor for University Advancement | Plan developed |
| 3.4.3: Set up transfer articulation agreements with two-year institutions with large underrepresented minority populations | Sept. 1, 2013 | 5 years | Personnel time | | | | Dean and Vice Provost for Enrollment Management | Articulation agreements |
| 3.4.5: Develop and provide professional development and training for staff, faculty and students that provides awareness of diversity and inclusion issues and encourages them to develop skills that will make our campus a warm and welcoming environment | July 2014 | Ongoing | | | | | Associate Vice Chancellor for HRSAADI | Number of trainings |

Implementation Plan | Portfolio Management of Actions

Lever 3.4: Promote inclusion and increase diversity of faculty, staff, and students to remain relevant and competitive in a global environment

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|---------------|----------|--|----------------|-----------------|------------------|---|--|
| 3.4.6: Develop a comprehensive diversity and inclusion plan that would incorporate various action items | Sept. 1, 2013 | 5 years | Personnel time | | | | Associate Vice Chancellor for Human Resources | Plan is created |
| 3.4.7: Bring to campus underrepresented faculty as visiting scholars | Sept. 1, 2013 | 5 years | Personnel time | | | | Provost, Academic Deans, Associate Vice Chancellor for HRSAAADI | One per semester |
| 3.4.9: Review, revise and create policies that support work-life balance | Sept. 1, 2013 | 2 years | Personnel time | | | | Chancellor, Human Resources | Policies created/revised |
| 3.4.10: Evaluate and enhance faculty recruitment process and practice | Sept. 1, 2013 | Ongoing | Committee of chairs, human resources personnel | | | | Department Chair Council, Human Resources, Academic Deans | Processes reviewed, recommendations made |
| 3.4.11: Explore collaborative partnerships for early childhood education, child development programs and facilities to enhance faculty recruitment and retention. Evaluate opportunities through campus master planning process (See Action 3.3.4) | Sept. 1, 2013 | 1 year | Personnel time | | | | Vice Chancellor for Finance and Administration | Opportunities identified and evaluated |

Implementation Plan | Overview of Metrics

Lever 3.4: Promote inclusion and increase diversity of faculty, staff, and students to remain relevant and competitive in a global environment

| Metrics for Levers | Actions | Metric | Targets |
|---|---|--|--|
| Metric: Number of underrepresented minority/female faculty/staff/students Baseline: Fall 2012 Year 1 Target: +2 faculty and 10 students Year 7 Target: +14 faculty and 70 students | 3.4.1: To increase diversity of faculty and staff, provide incentives to the hiring departments that select qualified underrepresented faculty | Number of underrepresented minority/female faculty, professional or administrative staff | Year 1: 2 underrepresented minority or female faculty and 1 professional or administrative staff Year 2: 1st year plus 2 underrepresented minority or female faculty and 1 professional or administrative staff |
| | 3.4.2: To increase diversity of students, create scholarship funding to be more competitive with underrepresented minority/female student recruitment (<i>See Lever 3.9</i>) | Explore the feasibility of expanding scholarship and grant funding for female and underrepresented minority students | |
| | 3.4.3: Set up transfer articulation agreements with two-year predominantly underrepresented minority institutions | Lever agreement | Year 1: 1 Year 2: 2 |
| | 3.4.5: Develop and provide professional development and training for staff, faculty and students that provides awareness of diversity and inclusion issues and encourages them to develop skills that will make our campus a warm and welcoming environment | Trainings developed | Year 1: 1 |
| | 3.4.6: Develop a comprehensive diversity and inclusion plan that would incorporate various action items | Plan | Year 1: Plan is created |
| | 3.4.7: Bring to campus underrepresented faculty as visiting scholars | Number of underrepresented faculty visiting scholars | Year 1: One per semester |

Implementation Plan | Overview of Metrics

Lever 3.4: Promote inclusion and increase diversity of faculty, staff, and students to remain relevant and competitive in a global environment

| Metrics for Levers | Actions | Metric | Targets |
|---|--|--|---------|
| Metric: Number of underrepresented minority/female faculty/staff/students Baseline: Fall 2012 Year 1 Target: +2 faculty and 10 students Year 7 Target: +14 faculty and 70 students | 3.4.9: Review, revise and create policies that support work-life balance | Policies created/revised | |
| | 3.4.10: Evaluate and enhance faculty recruitment process and practice | Processes reviewed, recommendations made | |
| | 3.4.11: Explore collaborative partnerships for early childhood education, child development programs and facilities to enhance faculty recruitment and retention. Evaluate opportunities through campus master planning process (See Action 3.3.4) | Opportunities identified and evaluated | |

Implementation Plan | Portfolio Management of Actions

Lever 3.5: Create and implement a plan for student and alumni lifetime engagement strategy

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|------------------------------------|--------------------|----------------|-----------------|------------------|--|--|
| 3.5.1: Utilize the library and archives in creating collaborative online areas where alumni can view yearbooks, the Miner, photos, and other memorabilia. As we digitize these collections, we can engage alumni in identifying people and events, and in telling stories online | July 1, 2013 | Ongoing | Personnel time | | | | Library Director, Provost, Archives Director, Alumni Association Director | Number of alumni engaging with online collections |
| 3.5.2: Create lifetime email addresses that support contact and engagement | July 1, 2013 | Ongoing | Personnel time | | | | Chief Information Officer, Alumni Association Director | Lifetime accounts created. Usage data. |
| 3.5.3: Create a multifaceted engagement program that brings students through graduation and to the Academy levels | July 1, 2013 | Ongoing with no specified end date | Personnel time | | | | Vice Chancellor for University Advancement, Vice Chancellor for Student Affairs, Department Chairs, Academic Deans | Levels of volunteerism across campus by students and alumni, student participation, donor retention, alumni participation in alumni activities and programs, alumni giving |

Implementation Plan | Overview of Metrics

Lever 3.5: Create and implement a plan for student and alumni lifetime engagement strategy

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|--|------------------|---|--|
| <p>A notable growth in campus engagement by our undergraduate, graduate, alumni and donors. This growth is measured using: Levels of involvement across campus by students and alumni; student participation, donor retention, alumni participation in alumni activities and programs, and alumni giving.</p> <p>Baseline: Current levels of student participation in campus events and co-curricular activities; current alumni involvement and annual giving</p> <p>Year 1 Target: A plan is established and activities have begun to address this lever</p> <p>Year 5 Target: A significant increase in graduating students maintaining a continued relationship with Missouri S&T. Significant expansions in the numbers of donors and the amount of money raised. An increase in the number of alumni who re-engage with the campus either by attending campus events, involvement in alumni activities or organizations and growth in alumni giving.</p> | <p>3.5.1: Utilize the library and archives in creating collaborative online areas where alumni can view yearbooks, the Miner, photos, and other memorabilia</p> | Usage data | 0 | <p>Year 1: Usage data, measure quantity of users accessing, how long they engage, areas of interest</p> <p>Year 2: Increased usage by current and new users. Requests for and creation of new areas of engagement.</p> |
| | <p>3.5.2: Create lifetime email addresses that support contact and engagement</p> | Accounts created | 0 | <p>Year 1: Lifetime accounts created</p> <p>Year 5: Lifetime accounts being used by a significant number of students/ alumni</p> |
| | <p>3.5.3: Create a multifaceted engagement program that brings students through graduation and to the Academy levels</p> | Program created | Current levels of student and alumni involvement with campus sponsored or approved activities | <p>Year 1: Completion of a best practices summary. The establishment of a assessment instrument that aligns with theme 3 Lever 5 purpose.</p> <p>Year 2: Recommendations/programs implemented</p> <p>Year 3: Observable increases in: levels of volunteerism across campus by students and alumni; student participation; donor retention; alumni participation in alumni activities and programs, alumni giving.</p> |

Implementation Plan | Portfolio Management of Actions

Lever 3.8: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing good environmental stewardship

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|--------------------|----------------|------------------|------------------|---|---|
| 3.8.1: Stabilize long-term funding for the Office of Sustainable Energy and Environmental Engagement | July 1, 2013 | 5 years | Personnel time | | \$300,000 target | | Office of Sustainable Energy and Environmental Engagement, Vice Chancellor for Finance and Administration | Funding for Office of Sustainable Energy and Environmental Engagement |
| 3.8.2: Led by Office of Sustainable Energy and Environmental Engagement, initiate and create student awareness programs and associated funding vehicles to promote our sustainable research and campus initiatives | July 1, 2013 | Ongoing | Personnel time | | | | Office of Sustainable Energy and Environmental Engagement, Provost | Student sustainability fee approved by student council |
| 3.8.3: Create, in conjunction with Physical Facilities and Environmental Health and Safety, a sustainable waste management plan for all university waste | July 1, 2014 | 1 year | Personnel time | | | | Office of Sustainable Energy and Environmental Engagement, Vice Chancellor for Finance and Administration | Waste management plan completed and approved |

Implementation Plan | Portfolio Management of Actions

Lever 3.8: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing good environmental stewardship

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|--------------------|----------------|-----------------|------------------|---|--------------------------------|
| 3.8.5: Create and promote an alternative transportation culture, focused around simple transportation methods, including pedestrian and cycling, to improve alternative transportation infrastructure over the next five years | July 1, 2013 | 5 years | Personnel time | | | | Office of Sustainable Energy and Environmental Engagement, Vice Chancellor for Finance and Administration | Projects identified and funded |

Implementation Plan | Portfolio Management of Actions

Lever 3.8: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing good environmental stewardship

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|--------------------|----------------|-----------------|------------------|---|--|
| 3.8.6: Investigate existing and new courses for sustainability awareness for faculty, staff and students | July 1, 2013 | 1 year | Personnel time | | | | Office of Sustainable Energy and Environmental Engagement, Academic Deans | Course development and implementation |
| 3.8.7: Create campus sustainability project revolving fund that will allow savings to be invested back into the fund to underwrite future projects | July 1, 2013 | 2 years | Personnel time | | | | Vice Chancellor for Finance and Administration, Office of Sustainable Energy and Environmental Engagement | Fund established and new projects funded |
| 3.8.8: Track energy, environmental, and sustainability research on campus | July 1, 2013 | 5 years | Personnel time | | | | Vice Provost for Academic Affairs, Office of Sustainable Energy and Environmental Engagement, Vice Provost for Research | Expenditure report |
| 3.8.13: Analyze new construction with U.S. Green Building Council LEED (Leadership in Energy and Environment Design) principles, and pursue LEED certification when appropriate | July 1, 2013 | Ongoing | Personnel time | | | | Vice Chancellor for Finance and Administration, Office of Sustainable Energy and Environmental Engagement | Decision implemented |

Implementation Plan | Overview of Metrics

Lever 3.8: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing good environmental stewardship

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|---|---|----------|---|
| Comprehensive sustainability plan created and approved | 3.8.1: Stabilize long-term funding for the Office of Sustainable Energy and Environmental Engagement | Funding for Office of Sustainable Energy and Environmental Engagement | | Funding allocated |
| | 3.8.2: Led by Office of Sustainable Energy and Environmental Engagement, initiate and create student awareness programs and associated funding vehicles to promote our sustainable research and campus initiatives. Funding vehicles: student fees (Baseline and Target) | Sustainability fee | | Year 1: Approved by student council |
| | 3.8.3: Create, in conjunction with Physical Facilities and Environmental Health and Safety, a sustainable waste management plan for all university waste | Waste management plan | | Year 1: Plan approved |
| | 3.8.5: Create and promote an alternative transportation culture, focused around simple transportation methods, including pedestrian and cycling, to improve alternative transportation infrastructure over the next five years | Alternative transportation projects | | Year 5: Projects identified and funded |
| | 3.8.6: Investigate existing and new courses for sustainability awareness for faculty, staff and students | Course development and implementation | | Courses implemented into curriculum |

Implementation Plan | Overview of Metrics

Lever 3.8: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing good environmental stewardship

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|---|----------------------|----------|---|
| Comprehensive sustainability plan created and approved | 3.8.7: Create campus sustainability project revolving fund that will allow savings to be invested back into the fund to underwrite future projects | Revolving fund | | Fund created and used to support projects |
| | 3.8.8: Track energy, environmental, and sustainability research on campus | Expenditure report | | Year 1: Report created |
| | 3.8.13: Analyze new construction with U.S. Green Building Council LEED (Leadership in Energy and Environment Design) principles, and pursue LEED certification when appropriate | Decision implemented | | Decision implemented |

Implementation Plan | Portfolio Management of Actions

Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|-----------|--------------------|----------------|-----------------|------------------|-------------|---------------------------|
| 3.9.4: Review, update and approve naming policy | July 1, 2013 | 1 year | Personnel time | | | | Advancement | Policy updated |
| 3.9.9: Update gift officer portfolios based on wealth screening | July 2014 | 1 year | Personnel time | | | | Advancement | Portfolios updated |
| 3.9.10: Lead review and decision-making by senior campus leadership to identify and prioritize fundraising opportunities based on new strategic plan and updated campus master plan | July 2014 | 1 year | Personnel time | | | | Advancement | Prioritized funding |
| 3.9.11: Develop campaign case statement based on prioritized list of fundraising targets | July 2014 | 1 year | Personnel time | | | | Advancement | Case statement |
| 3.9.12: Recruit and hire staff | July 2014 | 2 years | Personnel time | | | | Advancement | Hired staff |
| 3.9.13: Train new staff | July 2014 | 2 years | Personnel time | | | | Advancement | Train staff |
| 3.9.14: Identify prospects for campaign cabinet | July 2014 | 1.5 years | Personnel time | | | | Advancement | Prospects identified |
| 3.9.15: Recruit campaign cabinet | July 2014 | 1.5 years | Personnel time | | | | Advancement | Cabinet recruited |
| 3.9.15 a.: Develop roles and responsibilities for cabinet | July 2014 | 1.5 years | Personnel time | | | | Advancement | Cabinet meetings launched |

Implementation Plan | Portfolio Management of Actions

Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|------------|----------|--------------------|----------------|-----------------|------------------|-------------|----------------------|
| 3.9.16: Develop and publish campaign collateral materials for leadership and major gifts | July 2014 | 1 year | Personnel time | | | | Advancement | Materials developed |
| 3.9.17: Develop and publish campaign collateral materials for participatory gifts | July 2014 | 1 year | Personnel time | | | | Advancement | Materials developed |
| 3.9.18: Develop campaign proposal templates | July 2014 | 1 year | Personnel time | | | | Advancement | Proposal developed |
| 3.9.19: Solicit leadership gifts | July 2014 | 1 year | Personnel time | | | | Advancement | Gifts closed |
| 3.9.20: Solicit major gifts | July 2014 | 1 year | Personnel time | | | | Advancement | Gifts closed |
| 3.9.21: Solicit participatory gifts | July 2014 | 1 year | Personnel time | | | | Advancement | Gifts closed |
| 3.9.22: Conduct faculty/ staff campaign | July 2014 | 1 year | Personnel time | | | | Advancement | Campaign conducted |
| 3.9.23: Public announcement of campaign and goal | July 2014 | 1 year | Personnel time | | | | Advancement | Conduct announcement |
| 3.9.24: Develop campaign report, metrics, format and process | July 2014 | 1 year | Personnel time | | | | Advancement | Report developed |
| 3.9.25: Determine donor satisfaction baselines, set goals for improvements | July 2014 | 1 year | Personnel time | | | | Advancement | Baselines |

Implementation Plan | Portfolio Management of Actions

Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|------------|-----------|--------------------|----------------|-----------------|------------------|-------------|--------------------------|
| 3.9.26: Implement Advizor data tool | July 2014 | 1 year | Personnel time | | | | Advancement | Tool implemented |
| 3.9.27: Complete iModules installation | July 2014 | 1 year | Personnel time | | | | Advancement | Installation completed |
| 3.9.28: Dedicate Bertelsmeyer Hall | July 2014 | 1 year | Personnel time | | | | Advancement | Dedication completed |
| 3.9.29: Dedicate Hasselmann Alumni House | July 2014 | 1 year | Personnel time | | | | Advancement | Dedication completed |
| 3.9.30: Launch online honor roll of donors | July 2014 | 1 year | Personnel time | | | | Advancement | Launch completed |
| 3.9.31: Begin planning and laying groundwork for an Arts, Sciences and Business Academy | July 2014 | 1 year | Personnel time | | | | Advancement | Planning phase completed |
| 3.9.32: Identify and appoint directors of development for each college | July 2014 | 1 year | Personnel time | | | | Advancement | Directors appointed |
| 3.9.33: Complete reorganization | July 2014 | 1 year | Personnel time | | | | Advancement | Reorganization completed |
| 3.9.34: Explore the feasibility and resources required to create for donors an online repository of personal giving records | July 2014 | 1 year | Personnel time | | | | Advancement | Feasibility determined |
| 3.9.35: Plan and host recognition events for lab upgrade donors | July 2014 | 1.5 years | Personnel time | | | | Advancement | Events completed |

Implementation Plan | Portfolio Management of Actions

Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|------------|----------|--------------------|----------------|-----------------|------------------|-------------|-------------------------|
| 3.9.36: Evaluate inaugural Philanthropy Month and develop opportunities for expansion | July 2014 | 1 year | Personnel time | | | | Advancement | Opportunities developed |

Implementation Plan | Overview of Metrics

Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|---|---------------------------|------------|--|
| <p>Total number of annual donors: Available June 30, 2013</p> <p>Target 2020: Positive annual growth of 1%</p> <p>Alumni participation (earned degrees only): Available June 30, 2013</p> <p>Target 2020: Positive annual growth</p> <p>Renewal rate of all donors: Baseline: 65% Target 2020: 66%</p> <p>Renewal rate of alumni donors: Baseline: 74% Target 2020: 75%</p> | 3.9.4: Review, update and approve naming policy | Policy updated | Historical | Year 1: Policy updated and approved |
| | 3.9.9: Update gift officer portfolios based on wealth screening | Portfolios updated | | |
| | 3.9.10: Lead review and decision-making by senior campus leadership to identify and prioritize fundraising opportunities based on new strategic plan and updated campus master plan | Prioritized funding | | |
| | 3.9.11: Develop campaign case statement based on prioritized list of fundraising targets | Case statement | | |
| | 3.9.12: Recruit and hire staff | Hired staff | | |
| | 3.9.13: Train new staff | Train staff | | |
| | 3.9.14: Identify prospects for campaign cabinet | Prospects identified | | |
| | 3.9.15: Recruit campaign cabinet | Cabinet recruited | | |
| | 3.9.15 a.: Develop roles and responsibilities for cabinet | Cabinet meetings launched | | |
| | 3.9.16: Develop and publish campaign collateral materials for leadership and major gifts | Materials developed | | |
| | 3.9.17: Develop and publish campaign collateral materials for participatory gifts | Materials developed | | |
| | 3.9.18: Develop campaign proposal templates | Proposal developed | | |
| | 3.9.19: Solicit leadership gifts | Gifts closed | | |

Implementation Plan | Overview of Metrics

Lever 3.9: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|---|--------------------------|----------|---------|
| <p>Total number of annual donors: Available June 30, 2013</p> <p>Target 2020: Positive annual growth of 1%</p> <p>Alumni participation (earned degrees only): Available June 30, 2013</p> <p>Target 2020: Positive annual growth</p> <p>Renewal rate of all donors: Baseline: 65% Target 2020: 66%</p> <p>Renewal rate of alumni donors: Baseline: 74% Target 2020: 75%</p> | 3.9.20: Solicit major gifts | Gifts closed | | |
| | 3.9.21: Solicit participatory gifts | Gifts closed | | |
| | 3.9.22: Conduct faculty/staff campaign | Campaign conducted | | |
| | 3.9.23: Public announcement of campaign and goal | Conduct announcement | | |
| | 3.9.24: Develop campaign report, metrics, format and process | Report developed | | |
| | 3.9.25: Determine donor satisfaction baselines, set goals for improvements | Baselines | | |
| | 3.9.26: Implement Advizor data tool | Tool implemented | | |
| | 3.9.27: Complete iModules installation | Installation completed | | |
| | 3.9.28: Dedicate Bertelsmeyer Hall | Dedication completed | | |
| | 3.9.29: Dedicate Hasselmann Alumni House | Dedication completed | | |
| | 3.9.30: Launch online honor roll of donors | Launch completed | | |
| | 3.9.31: Begin planning and laying groundwork for an Arts, Sciences and Business Academy | Planning phase completed | | |
| | 3.9.32: Identify and appoint directors of development for each college | Directors appointed | | |
| | 3.9.33: Complete reorganization | Reorganization completed | | |
| | 3.9.34: Explore the feasibility and resources required to create for donors an online repository of personal giving records | Feasibility determined | | |
| | 3.9.35: Plan and host recognition events for lab upgrade donors | Events completed | | |
| 3.9.36: Evaluate inaugural Philanthropy Month and develop opportunities for expansion | Opportunities developed | | | |

Implementation Plan/Actions and Metrics

Theme 4¹

Increase and facilitate meaningful access to and interaction with renowned faculty, staff and services

Metric 1

First-to-second year undergraduate student retention rate (**Baseline:** 85%; **Target 2020:** 88%)

Metric 2

Total graduate student support per funded graduate student (**Baseline:** \$13,700; **Target 2020:** \$17,500)

¹ Only Theme 4 actions initiated in the first year are shown in this section.

Implementation Plan | Portfolio Management of Actions

Lever 4.1: Create a comprehensive distance and online education strategy

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|--------------------|----------------|-----------------|------------------|--|---|
| 4.1.1: Conduct a focused market study analysis to serve as the foundation for a comprehensive distance and online education strategy | July 1, 2013 | 2 years | Personnel time | \$30,000 | | | Vice Provost for Global Learning, Vice Chancellor for Global and Strategic Partnerships | Statistically valid coverage Study completed |
| 4.1.2: Bring together distance and online programs under one umbrella so as to leverage advantages of both, to pool resources, and to eliminate confusion | July 1, 2013 | 1 year | Personnel time | | | | Vice Provost for Global Learning, Provost, Vice Chancellor for Global and Strategic Partnerships | New organization authorized |
| 4.1.4: Increase our focus on the professional non-credit distance education portfolio | July 1, 2013 | 5 years | Personnel time | | | | Vice Provost for Global Learning | Size of portfolio Enrollment and revenue |
| 4.1.5: Involve library to work on storage, usage and copyright issues involving online resources including multimedia | July 2014 | 1 year | Personnel time | | | | Library Director | Library involvement |

Implementation Plan | Portfolio Management of Actions

Lever 4.1: Create a comprehensive distance and online education strategy

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|--|--------------|----------|--------------------|----------------|-----------------|------------------|---|---|
| 4.1.6: Create an incentive program to encourage departments and faculty to offer more online, blended and distance courses (See Lever 2.5) | July 1, 2013 | 5 years | Personnel time | | | | Vice Provost for Global Learning, Provost | Number of course and program offerings |
| 4.1.7: Leverage existing success and resources from Distance Ed program to expand into more online or asynchronous course offering | July 1, 2013 | 5 years | Personnel time | \$150,000 | \$50,000 | | Vice Provost for Global Learning | Use of Video Communications Center facilities for online and asynchronous course production |

Implementation Plan | Overview of Metrics

Lever 4.1: Create a comprehensive distance and online education strategy

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|--|---|---|---|---|
| Increase the number of distance/online courses offered per year from a baseline of 200 to a target of 300 per year by 2020. Increase the number of distance/online students enrolled per year from a baseline of 1,513 to 2,013 by 2020. | 4.1.1: Conduct a focused market study analysis to serve as the foundation for a comprehensive distance and online education strategy | Market study | No study at this time | Complete Study |
| | 4.1.2: Bring together distance and online programs under one umbrella so as to leverage advantages of both, to pool resources, and to eliminate confusion | New organizational structure | Baseline is zero since there is currently no single organization focused on both these activities at an operational level beneath the provost | Authorization of a new organization structure |
| | 4.1.4: Increase our focus on the professional non-credit distance education portfolio | Size of portfolio Enrollment and revenue | | |
| | 4.1.5: Involve library to work on storage, usage and copyright issues involving online resources including multimedia | | | |
| | 4.1.6: Create an incentive program to encourage departments and faculty to offer more online, blended and distance courses | Number of course and program offerings | 200 | 300 |
| | 4.1.7: Leverage existing success and resources from Distance Ed program to expand into more online or asynchronous course offering | Use of Video Communications Center recording facilities for online and asynchronous courses | 0 hours per month | 10 hours per month |

Implementation Plan | Portfolio Management of Actions

Lever 4.2: Enhance instructional labs and methods of delivering lab experiences

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|----------------------------|----------------|-----------------|------------------|--|--------------------------------------|
| 4.2.1: Explore how to partner with other universities, community colleges, high schools or extension to deliver lab experiences | July 1, 2013 | 3 years | Faculty time | | | | Provost, Academic Deans, Department Chairs | Partner institution |
| 4.2.2: Develop model frameworks and strategies for evaluating and redesigning instructional lab courses for blended/online delivery | July 1, 2013 | 3 years | Faculty time Staff time | | | | Provost, Academic Deans, Department Chairs | Develop model framework and strategy |

Implementation Plan | Overview of Metrics

Lever 4.2: Enhance instructional labs and methods of delivering lab experiences

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|--|--------------------------------------|----------|--|
| Metric: Institution partners and redesigned instructional lab courses Baseline: 0 partners and 0 courses Year 5 Target: 2 partners and 5 redesigned labs implemented | 4.2.1: Explore how to partner with other universities, community colleges, high schools or extension to deliver lab experiences | Number of institution partners | 1 | Year 1: At least one potential institution partner identified. Year 5: At least 2 other institution partners |
| | 4.2.2: Develop model frameworks and strategies for evaluating and redesigning instructional lab courses (including simulations) for blended/online delivery | Develop model framework and strategy | None | Year 2: Model framework and strategy developed and piloted on one instructional lab Year 5: Framework and strategy implemented on five instructional labs |

Implementation Plan | Portfolio Management of Actions

Lever 4.5: Engage in transformative doctoral student recruiting/retention and placement

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|--------------------|----------------|-----------------|------------------|---|--|
| 4.5.1: Develop a plan to provide fully covered tuition for doctoral students on appointments and explore implementation | July 1, 2013 | 1 year | Personnel time | | | | Vice Provost for Graduate Studies | Develop a plan Implementation recommendations |
| 4.5.3: (Recruit) Develop memorandum of understandings and articulation agreements with reputed national and international schools to recruit high quality doctoral students | July 1, 2013 | 5 years | Personnel time | | | | Vice Provost for Graduate Studies, Director of International Affairs | Number of active/inactive memorandum of understandings, articulation agreements |
| 4.5.4: (Recruit) Develop a marketing plan to promote comprehensive S&T graduate leadership and excellence | July 1, 2013 | 2 years | Personnel time | | | | Vice Provost for Graduate Studies, Vice Provost and Dean of Enrollment Management, Graduate Faculty Council | Heightened awareness of S&T's leadership and excellence in graduate education, as measured by surveys and focus groups |
| 4.5.6: (Retain) Study GRA "bridge funding" between faculty grant funding and graduation | July 1, 2013 | 1 year | Personnel time | | | | Vice Provost for Graduate Studies, Vice Provost for Research | Complete study and provide recommendations |

Implementation Plan | Portfolio Management of Actions

Lever 4.5: Engage in transformative doctoral student recruiting/retention and placement

| Prioritized Actions | Start Date | Duration | Resources Required | One-Time Costs | Recurring Costs | Revenue Benefits | Owner(s) | Key Metric to Track |
|---|--------------|----------|--------------------|----------------|-----------------|------------------|---|--|
| 4.5.7: (Retain) Conduct a feasibility study and develop a plan for a Graduate Resource/Success Center to help students in the timely completion of their degrees, and for leadership/professional development | July 1, 2014 | 1 year | Personnel time | | | | Vice Provost for Graduate Studies | Complete study and provide recommendations |
| 4.5.12: (Recruit) Investigate creating a \$10 million endowment for recruiting high quality doctoral students (See Lever 3.9) | July 1, 2013 | 2 years | Personnel time | | | | Vice Provost for Graduate Studies, Vice Chancellor for University Advancement | Provide plan. (See Lever 3.9) |

Implementation Plan | Overview of Metrics

Lever 4.5: Engage in transformative doctoral student recruiting/retention and placement

| Metrics for Levers | Actions | Metric | Baseline | Targets |
|---|---|---|--------------------|--|
| <p>Metric: Publications per research-based, graduate degree awarded</p> <p>Baseline: 12 Target 2020: 15</p> <p>Metric: Total student support per funded graduate student</p> <p>Baseline: \$13,700 Target 2020: \$17,500</p> <p>Metric: Ph.D. enrollment</p> <p>Baseline: Fall 2012 Target 2020: 200-400</p> | 4.5.1: Develop and implement a plan to fully cover in-state tuition and fees for doctoral students on appointments | Plan | | Develop plan and implementation recommendations |
| | 4.5.3: (Recruit) Develop MOUs and articulation agreements with reputed national and international schools to recruit high quality doctoral students | Number of active/inactive MOUs, articulation agreements; student yield from such agreements | Calendar Year 2012 | <p>Year 1: 1 new agreement</p> <p>Year 5: 10 new agreements</p> |
| | 4.5.4: (Recruit) Develop a marketing plan to promote comprehensive S&T graduate leadership and excellence | Coordinate department materials. | Calendar Year 2012 | Heightened awareness of S&T's leadership and excellence in graduate education, as measured by surveys and focus groups |
| | 4.5.6: (Retain) Study GRA "bridge funding" between faculty grant funding and graduation | Study. | | Study completed with recommendations |
| | 4.5.7: (Retain) Conduct a feasibility study and develop a plan for a Graduate Resource/Success Center to help students in the timely completion of their degrees, and for leadership/professional development | Complete study/satisfaction, time-to-degree | | <p>Year 1: Complete study with recommendations</p> <p>Year 3: 75% of on-campus students use services</p> |
| | 4.5.12: (Recruit) Investigate creating a \$10 million endowment for recruiting high quality doctoral students (See Lever 3.9) | Complete study | | Year 1: Plan developed |

S&T Strategy Metrics

S&T Strategy Metrics

| Metric | Source | Strategic Plan Baseline | Strategic Plan Baseline Date | Strategic Plan Target | Strategic Plan Target Date |
|--|--|----------------------------------|---|---------------------------------|----------------------------|
| Starting salary of undergraduate students | Career Opportunities and Employer Relations Office | \$59,504 | Fall 2012 | \$65,000 | FY2020 |
| <i>U.S. News and World Report</i> recruiter assessment score | <i>U.S. News and World Report</i> | 3.3 | Fall 2012 | 3.5 | FY2020 |
| Number of students enrolled via distance or online per year | Office of the Registrar | 1,513 | Fall 2012 | 2,013 | FY2020 |
| Number of invention disclosures per \$10M R&D expenditures | Office of Technology Transfer and Economic Development | 8.9 | FY2011 most current year data available for comparators | 10 | FY2020 |
| Employer satisfaction with hires | Employer satisfaction survey | 92% | Fall 2012 | 92% | FY2020 |
| Donor satisfaction with the Missouri S&T giving experience | Annual donor satisfaction survey | To be established in Spring 2014 | Spring 2014 | To be determined in Spring 2014 | FY2020 |

S&T Best-in-Class Metrics

S&T Best-in-Class Metrics

| Metric | Source | Strategic Plan Baseline | Strategic Plan Baseline Date | Strategic Plan Target | Strategic Plan Target Date |
|---|-------------------------|-------------------------|---|-----------------------|----------------------------|
| Engineering doctoral students per tenured, tenure-track engineering faculty | ASEE | 1.9 | Fall 2011 most current year data available for comparators | 3.1 | FY2020 |
| National Science Foundation grant expenditures per tenured, tenure-track faculty | NSF | \$18,893 | Fall 2011 most current year data available for comparators | \$40,000 | FY2020 |
| Number of graduate engineering and science programs offered online or by distance | Office of the Registrar | 14 | Fall 2012 | 18 | FY2020 |

Appendices



Appendix A | Delayed Action Items

Lever 1.1

Description: Require all undergraduate students to participate in some significant experiential learning activity before graduation

Lever/Category of Action 1.1.2a

Description: Completion of Action Item 1- Create a defining comprehensive list of activities that are supported by research as significant experiential activities by department

Metrics for success: Completion of Action Item 1 by December 2013 and list of approved significant activities by each department

One-time costs:

Recurring costs:

Lever/Category of Actions 1.1.3

Description: Assign responsibilities associated with monitoring Actions 1.1.1 and 1.1.2 and maintaining the reporting of experiential learning activities to the Vice Provost for Undergraduate Studies, who will regularly inform the Strategic Planning Progress Manager (SPPM) on progress (See *Lever 2.7*) (High Impact Low Feasibility)

Metrics for success: Hire Strategic Planning Progress Manager and create monitoring and update plan

One-time costs:

Recurring costs:

Lever/Category of Actions 1.1.4

Description: Research and adopt fund-raising models for supporting Pell-eligible students in experiential learning opportunities (See *Lever 3.9*) (Medium Impact Medium Feasibility)

Metrics for success: Adoption of applicable models

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 1.2

Description: Foster innovation and creativity for faculty, staff, students and administration

Lever/Category of Actions 1.2.4

Description: Encourage entrepreneurship in the campus community through entrepreneurship courses to feed the campus business “incubator” including interdisciplinary course work that attracts creative students who want to make a difference (High Impact High Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Actions 1.2.7

Description: Encourage participation in cross-disciplinary or global experiences (e.g., arts and humanities experiences for engineering, science and business students, study abroad) (High Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Actions 1.2.9

Description: Encourage an environment that promotes student-staff interaction through research and/or entrepreneurship (High Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Actions 1.2.11

Description: Encourage regular use of faculty and staff of sabbatical or other off-site learning opportunities that contribute to the university’s strategic initiatives, department objectives, and individual development of expertise (High Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs: \$20,000

Appendix A | Delayed Action Items

Lever 1.3

Description: Establish database of measures to be used to define student access to faculty and staff

Lever/Category of Actions 1.3.4

Description: Create a hiring plan with Levers 2.1 and 2.2 for faculty and staff in line with established ratios and accepted definition of meaningful interaction.

Metrics for success: Completion of recommendation

One-time costs: Professional Staff or Project Specialist time

Recurring costs:

Appendix A | Delayed Action Items

Lever 2.1

Description: Employ transformative and focused faculty hiring and retention, including cluster hires in select areas of expertise to support best in class (BIC) achievements. Identify two BIC areas for investment and initiate discussion on another two BIC areas

Lever/Category of Actions 2.1.5

Description: Hire four faculty to complement each endowed chair hired under Action 2.1.4

Metrics for success: Complementary faculty associated with the endowed chair

One-time costs: \$78,000 (Start up under Action 2.1.6)

Recurring costs: \$1,590,000 (full implementation by 2020)

Lever/Category of Actions 2.1.9

Description: Hire four faculty to complement each endowed chair hired under Action 2.1.8

Metrics for success: Number of complementary faculty associated with the endowed chair

One-time costs: \$80 (Start ups under Action 2.1.6)

Recurring costs: \$1,610,000 (Full implementation by 2020)

Appendix A | Delayed Action Items

Lever 2.3

Description: Develop a culture of excellence in research, scholarship, and creative activity among faculty, staff and students

Lever/Category of Actions 2.3.6

Description: Increase SRI to PIs

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Actions 2.3.7

Description: Identify and take actions to improve the metrics that contribute to increasing the national ranking of five graduate programs

Metrics for success:

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 2.4

Description: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

Lever/Category of Actions 2.4.6

Description: Require researchers to include in their research proposals a request for a certain percentage of funding (to be determined by the Marketing Leadership Team in consultation with the Vice Provost for Research and Sponsored Programs) to support the research-related tactics of the integrated, campuswide marketing plan. (NSF, for example, allows funding requests for “publication/documentation/dissemination,” which can be used to support public relations and marketing activities.) (Medium Impact Medium Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 2.5

Description: Modify our conventional methods of teaching to accommodate current, new and advanced technology that will enhance student learning and increase faculty productivity

Lever/Category of Action 2.5.1

Description: Redefine CERTI to become a more comprehensive resource for Teaching and Learning to attract more faculty participating (High Impact Medium Feasibility)

Metrics for success: Increase number of faculty participating

One-time costs:

Recurring costs: \$45,000

Lever/Category of Actions 2.5.4

Description: Obtain funds to establish a Chancellor's eLearning Transformation Program (Medium Impact Medium Feasibility)

Metrics for success: Budget established. Number of course and program offerings.

One-time costs: \$100,000 for classroom upgrades

Recurring costs: \$50,000/position

Lever/Category of Actions 2.5.5

Description: Create a "10 Before Tenure" program where untenured faculty participate in 10 career development programs (High Impact High Feasibility)

Metrics for success: Number of faculty participating. Creation of program.

One-time costs: \$10,000

Recurring costs: \$10,000

Lever/Category of Actions 2.5.7

Description: Investigate offering courses in innovative modular format (Medium Impact Medium Feasibility)

Metrics for success: Report submitted to provost. Report issued.

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 3.1

Description: Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports a Carnegie ranking as a national, research university

Lever/Category of Action 3.1.4

Description: Develop a comprehensive distance and online education strategy (High Impact Medium Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Action 3.1.5

Description: Examine how to share courses so that faculty time is preserved (High Impact Medium Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Action 3.1.6

Description: Investigate a module approach to instruction instead of 3-credit courses (High Impact Medium Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Action 3.1.7

Description: Eliminate programs that are sub-par (High Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 3.3

Description: Improve facilities to enhance research and student learning, and expand experiential learning

Lever/Category of Action 3.3.3

Description: Implement the development plan from Action 3.3.2 (High Impact High Feasibility)

Metrics for success: Research equipment purchased. Second-year target: \$1 million per year.

One-time costs:

Recurring costs:

Lever/Category of Action 3.3.9

Description: Evaluate the possibility to use GRA funding for research facilities in areas that arguably have high return on investment to be used as match to State initiatives such as HJR14 (High Impact Low Feasibility)

Metrics for success: Process to access state initiative. 1st Year Target: Process developed

One-time costs:

Recurring costs:

Lever/Category of Action 3.3.11

Description: Assess effectiveness of collaborative learning spaces (e.g. learning commons) that can be used for experiential learning opportunities and undergraduate research (Medium Impact High Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 3.4

Description: Promote inclusion and increase diversity of faculty, staff, and students to remain relevant and competitive in a global environment

Lever/Category of Actions 3.4.4

Description: Development of “affinity groups” to promote relationships (High Impact High Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Actions 3.4.8

Description: Review the performance evaluation process and add a component that will encourage participation in programs and events that are connected to diversity and inclusion (High Impact High Feasibility)

Metrics for success: Component added

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 3.8

Description: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing good environmental stewardship

Lever/Category of Action 3.8.4

Description: Create a minimum of two technology pilot programs per year to reduce university's carbon footprint, e.g. electricity shedding, water protection, waste mitigation (High Impact High Feasibility)

Metrics for success: Number of new pilot programs per year

One-time costs:

Recurring costs: \$50,000/year for 3 years

Lever/Category of Action 3.8.9

Description: Led by OSE3 initiative in conjunction with University Advancement, create alumni awareness programs and associated funding vehicles to promote our sustainable research and campus initiatives. Funding vehicles: 1: alumni donations and endowments (High Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Action 3.8.10

Description: Make investment decisions that promote sustainability. Invest in companies and funds that provide a strong rate of return and that are socially and environmentally responsible. Create committee on investor responsibility. (High Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Action 3.8.11

Description: Partner with local schools, hospitals, non-profits and other companies to provide consolidated recycling and waste management services by contract (High Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever/Category of Action 3.8.12

Description: Increase carbon offset investment to aid to S&T's commitment to the ACUPCC climate neutrality goal of a 20% reduction in emissions by 2020 and a 40% reduction in emissions by 2035 relative to our 2010 emissions baseline (Medium Impact Low Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 4.1

Description: Create a comprehensive distance and online education strategy

Lever/Category of Actions 4.1.3

Description: Create a uniform marketing strategy to raise visibility of distance and online programs

Metrics for success: 1) Development of strategy; 2) Increased enrollment

One-time costs:

Recurring costs:

Lever/Category of Actions 4.1.8

Description: Hire more NTT and adjunct professors to cover the online teaching needs

Metrics for success: Number of faculty

One-time costs: \$50,000

Recurring costs: \$50,000 x 10%/year increase

Lever/Category of Actions 4.1.9

Description: Create more online delivery capability in classrooms

Metrics for success: Number of classrooms

One-time costs: \$100,000

Recurring costs: \$100,000

Lever/Category of Actions 4.1.10

Description: Consolidate and collaborate in delivering graduate and undergraduate engineering degree programs state-wide

Metrics for success: 1) Number of programs; 2) Enrollment; 3) Revenue

One-time costs: \$200,000

Recurring costs: \$200,000

Appendix A | Delayed Action Items

Lever 4.2

Description: Enhance instructional labs and methods of delivering lab experiences

Lever/Category of Actions 4.2.3

Description: Return science and engineering fees to teaching departments (Impact High Feasibility Medium)

Metrics for success: Developed model framework and strategy

One-time costs:

Recurring costs:

Lever/Category of Action 4.2.4

Description: Deploy Springfield (MSU) cooperative program model throughout the state (Impact High Feasibility Medium)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Actions 4.2.5

Description: Determine how international partnerships and online programs can be marketed and grown in Missouri and elsewhere (Impact High Feasibility Medium)

Metrics for success:

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever 4.5

Description: Engage in transformative doctoral student recruiting/retention and placement

Lever/Category of Actions 4.5.2

Description: (Recruit) Competitive package - Provide healthcare/childcare benefits for students on appointments (Medium Impact Medium Feasibility)

Metrics for success: % increase in doctoral students; retention rate

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.5

Description: (Recruit) Select top OURE students to enroll in graduate school by using senior year tuition coverage as incentive (High Impact Medium Feasibility)

Metrics for success: # of OURE students accepting scholarship offer (senior year)

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.8

Description: (Retain) Develop a year-long Graduate Research Scholars Program for all newly admitted doctoral students (much like the new faculty program) (High Impact Medium Feasibility)

Metrics for success: Increase in retention; Increase in publications

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.9

Description: (Placement) Develop and implement a plan for a comprehensive graduate division of Career Opportunities and Employment Center (COER) (High Impact Medium Feasibility)

Metrics for success: Starting salary of graduate students, Placement rate and type (industry, academia, etc.), internship placement

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever/Category of Actions 4.5.10

Description: (Placement) Provide mentorship and networking opportunities for students by connecting them to experts in academia/industry/research labs; provide resources to present their research work at national/international conferences (Medium Impact Medium Feasibility)

Metrics for success: Number of student connections with outside experts

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.11

Description: (Recruit) Provide funds to encourage prospective domestic doctoral students to visit campus for one day and/or for a few weeks to work closely with a professor (REU model) (Medium Impact Medium Feasibility)

Metrics for success: Number of prospective students visiting campus; Number of prospective students that enroll and return to campus

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.13

Description: (Recruit) Enhance implementation efforts for high quality international doctoral students (High Impact Medium Feasibility)

Metrics for success: # of international doctoral students

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.14

Description: (Recruit/retain) Implement customized mechanisms to recruit and retain underrepresented and minority (URM) doctoral students at S&T (High Impact Medium Feasibility)

Metrics for success: % increase in underrepresented and URM doctoral students

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever/Category of Actions 4.5.15

Description: (Retain) Examine graduate programs and reduce time to degree, where appropriate (High Impact Medium Feasibility)

Metrics for success: # of programs examined; measure time to degree per individual degree; Retention rate

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.17

Description: (Retain) Promote workshops/seminars/social events to encourage more camaraderie and exchange of research ideas among doctoral students from various disciplines (High Impact High Feasibility)

Metrics for success:

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.18

Description: (Recruit) Provide mechanisms for faculty/student exchange with target “feeder” schools (High Impact Medium Feasibility)

Metrics for success: Research productivity; # of students exchanges

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.19

Description: (Recruit) Focus on attracting professional students to consider doctoral studies at S&T (High Impact Medium Feasibility)

Metrics for success: Increase in distance education doctoral students; Increase in the number of programs offered via distance mode

One-time costs:

Recurring costs:

Appendix A | Delayed Action Items

Lever/Category of Actions 4.5.20

Description: (Placement) Provide internship/Preparing Future Faculty (PFF) program opportunities for doctoral students at places of potential future employment (High Impact Medium Feasibility)

Description:

Metrics for success: # of employers participating; # of students participating

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.21

Description: (Placement) Enhance the GTA training workshop to include training the GTA/GRAs to help future academicians fast track their career with knowledge of pedagogy and research (High Impact Medium Feasibility)

Metrics for success: Research productivity; retention rate

One-time costs:

Recurring costs:

Lever/Category of Actions 4.5.21

Description: (Recruit/retain/placement) Implement comprehensive graduate student/program data collection mechanisms, tracking mechanisms (student enquiry thru placement), graduate learning outcome rubrics, etc. to benchmark time-to-degree, doctoral retention, program improvement, timely response to student application/graduation status, and improve graduate student services (High Impact Medium Feasibility)

Metrics for success: Graduate dashboard

One-time costs:

Recurring costs:

Appendix B | Strategic Actions Completed

Lever 1.1

Description: Require all undergraduate students to participate in some significant experiential learning activity before graduation

- ☒ 1.1.5 a.: Consult with the Director of Career Opportunities and Employer Relations to explore internship and externship opportunities in the summer and inter-sessions as well as during semesters

Lever 1.2

Description: Foster innovation and creativity for faculty, staff, students and administration

- ☒ 1.2.2 a.: Explore creating a Learning Commons with state-of-the-art collaborative technology, practice presentation rooms, experimental technology lab with video editing and 3D printing capability for teaching, learning, and research. (See Lever 3.9) Training on how to effectively use the commons would be included.

Lever 2.3

Description: Develop a culture of excellence in research, scholarship and creative activity among faculty, staff and students

- ☒ 2.3.4 a.: Establish two new sustainable industry-funded research consortia

Lever 2.4

Description: Create and implement a communication and marketing plan to raise the visibility of the campus and convey our return on investment

- ☒ 2.4.1 a.: Establish a Marketing Leadership Team to guide development of an integrated, campuswide communications and marketing plan.
- ☒ 2.4.2 a.: Establish a Core Marketing Network to provide consultation to the Marketing Leadership Team to establish an integrated, campuswide communications and marketing plan.
- ☒ 2.4.3 a.: Through the Marketing Leadership Team and Core Marketing Network, develop a request for proposals for professional marketing consultation to a.) conduct a needs assessment regarding the desired outcome of an integrated, campuswide communications and marketing plan; b.) conduct a capabilities assessment to determine our ability and readiness to conduct such a campaign (the capabilities assessment will include a communications audit of all marketing materials and assessment of any marketing research).
- ☒ 2.4.10: The Marketing Leadership Team, in consultation with the Core Marketing Network, will identify no fewer than three higher education institutions who are considered best in class in terms of communicating return on investment and will examine these institutions' practices. Funding may be required for travel and on-site visits

Appendix B | Strategic Actions Completed

Lever 2.7

Description: Address administrative structural changes to facilitate strategy and enhance national visibility

- ☒ 2.7.2: Hire Strategic Planning Progress Manager (SPPM)

Lever 3.1

Description: Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports a Carnegie ranking as a national research university

- ☒ 3.1.1 a.: Perform a comparison of academic department productivity to peer institutions (See Actions 2.3.1 and 1.3.1)

Lever 3.2

Description: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for the purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

- ☒ 3.2.2: Determine the reporting structure of the office within S&T
- ☒ 3.2.4: Determine the internal organizational structure of the office (title of leadership, professional staff and support staff)
- ☒ 3.2.5: Develop a plan to create campus awareness of the role to be played by the office while clearly identifying responsibilities

Lever 3.3

Description: Improve facilities to enhance research and student learning, and expand experiential learning

- ☒ 3.3.2 a.: Explore a plan and process for acquiring matching funding for research equipment in areas that have high return on investment to be matched with non-appropriated funds
- ☒ 3.3.4 a.: Evaluate all campus facilities for their readiness for sustainable growth and return on investment by engaging a campus master planning consultant
- ☒ 3.3.6 a: Investigate the feasibility of establishing a \$20 million endowment for the maintenance of (teaching, research, and co-curricular) equipment (See Lever 3.9)
- ☒ 3.3.7: Investigate building a Learning Commons (e.g., in Library) to enhance student learning and research. This facility should allow for reconfiguration as needs change, technologies evolve, and the student population changes. It should include as much hands-on technology as possible, available to all, in an interdisciplinary environment. (See Action 1.2.1)
- ☒ 3.3.8: Investigate the feasibility of establishing a \$100 million endowment for the acquisition of (teaching, research, and co-curricular) equipment. (See Lever 3.9)

Appendix B | Strategic Actions Completed

Lever 3.9

Description: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

- 3.9.1: Conduct wealth screening and data validation
- 3.9.2: Initiate partnership with consulting/research firm
- 3.9.3: Review, update and approve gift acceptance policy
- 3.9.5: Develop campaign timeline with associated milestones
- 3.9.6: Develop plan and proposal for staffing requirements
- 3.9.7: Conduct feasibility study
- 3.9.8: Participate in process to update campus master plan to advise on fundraising opportunities and targets

Lever 4.5

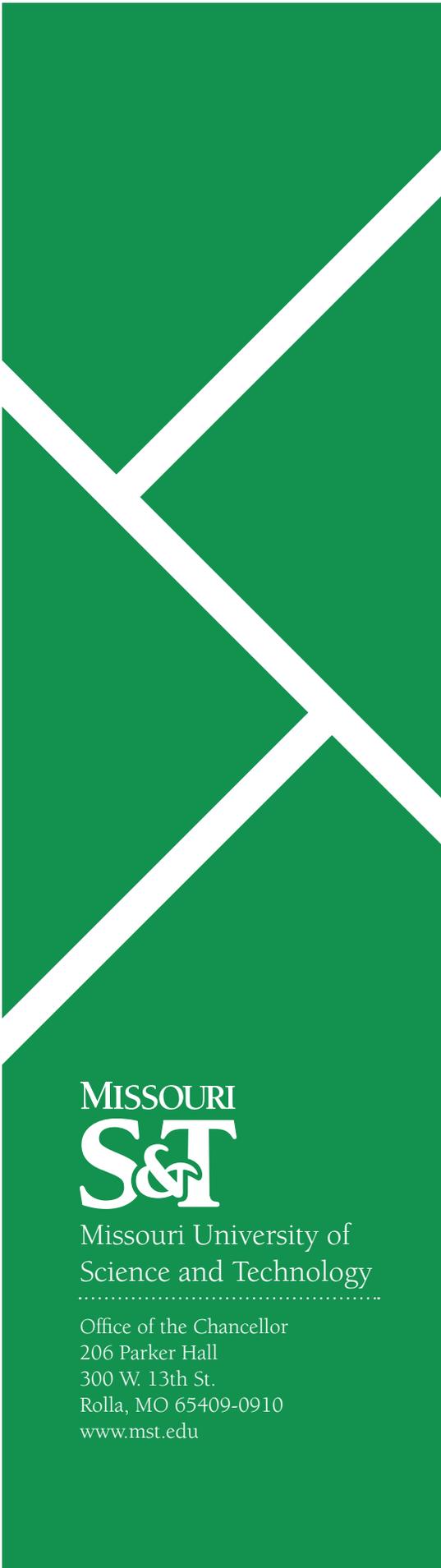
Description: Engage in transformative doctoral student recruiting/retention and placement

- 4.5.16: (Retain) Perform cost analysis on providing dissertation writing fellowships to doctoral students who have completed their comprehensive exams

Appendix C | Strategic Planning Lever Leaders

Strategic Planning Lever Leaders

- | | | |
|---|--|-------------------------------------|
| 1.1 Jeff Cawlfeld | 2.4 Andrew Careaga | 3.8 Phil Whitefield |
| 1.2 Debra Robinson and Nancy Stone | 2.5 Henry Wiebe | 3.9 Joan Nesbitt |
| 1.3 Jeff Cawlfeld and Larry Gragg | 2.7 Shenethia Manuel | 4.1 Henry Wiebe |
| 2.1 K. Krishnamurthy and Jim Drallmeier | 3.1 Kelvin Erickson | 4.2 Kelvin Erickson and Klaus Woelk |
| 2.2 Kent Wray | 3.2 Henry Wiebe and Edna Grover-Bisker | 4.5 Venkata Allada |
| 2.3 K. Krishnamurthy and Jim Drallmeier | 3.3 Phil Whitefield and Ted Ruth | |
| | 3.4 Laura Stoll and Shenethia Manuel | |
| | 3.5 Joan Nesbitt and Jim Murphy | |



Rising to the Challenge: Missouri S&T's Strategy for Success



Missouri University of
Science and Technology

Office of the Chancellor
206 Parker Hall
300 W. 13th St.
Rolla, MO 65409-0910
www.mst.edu