Strategic Plan 2026

Foundations for Tomorrow

Change Log: Substance edits since version 1.8 (3/19/2024)

Area	Change Summary
General	• Table of Contents – Corrected SFA 2 Title as "Excellence"
SFA 1	• None
SFA 2	• Significantly reworked strategy group and tactic wording across the SFA.
SFA 3	• Addressed edit merge issue that omitted the tactics for SG 8. SG 8 now includes 4 distinct tactics. Previously, SG 7 tactics were repeated in SG 8. • Narrative updated and minor rewording or reorganization of tactics within the SFA. • Updated accountable person for SG 7.
SFA4	• Elaboration of SG 2 Tactic 7. • New SG 2 Tactic 9 and SG 7 Tactic 5.
SFA 5	• None
SFA 6	• None
SFA 7	• Narrative updated. • SG 1 – removed Tactic 4, which was a direct duplication of the remaining Tactic 3. • SG 2 – removed Tactic 6, which was a direct duplication of the remaining Tactic 5. • Minor rewording or reorganization of tactics within the SFA
SFA 8	• None
Misc.	• Standardized case at strategy group and tactic levels to sentence case.

Message from the Chancellor

This week, we will step into a significant chapter for our institution by introducing our Strategic Plan. This pivotal document reflects a deep appreciation for our past and a bold vision for our future. It serves as a testament to our commitment to uphold and elevate academic and professional excellence.

This plan embodies an action-oriented mindset, advocating for strategic follow-through. It is grounded in principles of possibility thinking, with clear strategies, focused tactics, milestones, and targets designed to guide us in prioritizing and sequencing events that lead us to our North Star Goals.

Our plan, both in structure and content, was developed collaboratively with input from a wide range of stakeholders. It is divided into two phases: from the present to 2026 and from 2026 to 2030, creating an operational environment that stresses accountability and ownership, with leading indicators to measure our progress. This segmentation is our commitment to an iterative and adaptive approach that embraces today's higher educational landscape's volatile, uncertain, complex, and ambiguous nature.

In this spirit, the strategic plan is not static but a living document, blending strategy with execution. The strategy remains steadfast, while the execution is characterized by outcomes-focused teams, evolving tactics, and clear short-range cycles that foster continuous learning and adaptation toward our long-term aspirations.

Our strategic framework aligns with North Star aspirations and principles and is deeply connected with Missouri S&T's mission, vision, and values. It also incorporates the Missouri Compacts for Achieving Excellence, serving as a dynamic and informed compass toward our North Stars.

As we embark on this journey, we are not idle planners of tomorrow; we are the active architects of a reality yet to unfold. This plan celebrates our unity in spirit, acknowledges our historical triumphs, and affirms our allegiance to the relentless pursuit of excellence.

I invite each one of you to engage with this plan, to find your place within its goals and strategies, and to contribute to the vibrant future it envisions. Together, let's continue to build a legacy of excellence, community, and innovation while laying the ***foundations for tomorrow***.

Sincerely,

Mo Dehghani, Ph.D.

Chancellor

Contents

Strategic Focus Areas

Introduction

In the fall of 2022, the Missouri University of Science and Technology embarked on a transformative journey by initiating the development of the 2026 Strategic Plan, encapsulated in a "Vision, Strategy, and Execution" (VSE) document. This framework, rooted in 13 strategic areas, underwent consolidation into ten key areas, forging a roadmap for strategic planning. The integration of the *Theory of Change* (TOC) and *Logical Modeling* in this process creates a unique approach, ensuring that tactics and actions contribute meaningfully to achieving our strategic goals. The process transcends the mere creation of a strategic plan; it fosters a culture of ongoing and evolving action and tactics to realize our North Star Goals (NSG) by 2030.

This process embodies a commitment to a strategic mindset, emphasizing follow-through and action as its ultimate outcomes. Grounded in the principles of *possibility* and *abundance* thinking, the approach is action-oriented, delineating clear strategies, focused tactics, milestones, and targets. The aim is to guide the prioritization and sequencing of events aligned with our 2030 NSG. The collaborative development of action plans involves diverse teams of stakeholders, fostering institutional planning that intertwines threads of accountability and responsibility.

As part of our commitment to the 2030 NSG, the planning horizon has been divided into two phases: current to 2026 and 2026 to 2030. This segmentation ensures a focused operational and impact environment, emphasizing accountability, ownership, and the use of leading indicators as measures of directional success. Traditional lagging indicators have been transformed into paths leading to 2030, emphasizing an iterative and adaptive approach.

The strategic planning framework acknowledges the volatile, uncertain, complex, and ambiguous (VUCA) nature of the higher education landscape. To address unforeseen events or environmental factors impacting the plan, the process is designed as a living document merging strategy and execution. While the strategy remains static throughout the cycle, it is fully expected that the tactics and actions will evolve and adapt to outcomes and new opportunities. Strategy execution is characterized by de-siloing within matrixed, functional outcomes-based teams, evolving tactics from knowledge gained, and clear short-range cycles. This approach sets expectations for iterative excellence, allowing for closer "wins" and try-fail sequences that facilitate continuous learning and adaptation. Moreover, the explicit, shorter timeframe for revision and adjustment ensures agility in responding and adapting to achievements, environmental constraints, or emerging opportunities. The Missouri University of Science and Technology is not merely planning for the future but actively building a *foundation for tomorrow* through a dynamic and intentional strategic planning process.

Alignments

The foundation of our strategic plan is deeply rooted in alignment with numerous institutional and UM System statements of aspiration and principles. While our strategic framework is primarily oriented toward attaining the North Star Goals (NSG), it is essential to underscore that the NSG themselves are intricately connected with our institution's Mission, Vision, and Values (MVV). Beyond the overarching goals, our strategic plan addresses operational and systemic improvements crucial for effectively implementing matrixed strategies. This approach emphasizes a comprehensive integration with the university's NSG and MVV and extends to incorporate the Missouri Compacts for Achieving Excellence. This alignment is achieved through a nuanced triangulation at multiple levels, as illustrated in the

Appendix. As we navigate the strategic landscape, our plan stands as a dynamic and informed compass, finely tuned to our institution's core principles and North Stars.

Mission

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.

North Star Goals for 2030

Attain Carnegie R1 classification (very high research activity) as determined by the Carnegie Classification of Institutions of Higher Education. This is the highest classification for doctoral universities. Missouri S&T is currently classified as a Carnegie R2 (high research activity) doctoral university.

Grow enrollment to 12,000 students *(8,000 undergraduate and 4,000 master's and Ph.D. students). Missouri S&T's enrollment as of fall 2022 was 7,083 (5,501 undergraduate and 1,582 master's and Ph.D. students).*

Achieve a top 100 ranking *among national doctoral universities as measured by U.S. News & World Report.*

Missouri Compacts for Achieving Excellence

Student Success

Research and Creative Works

Engagement and Outreach

Inclusive Excellence

Planning, Operations and Stewardship

Strategic Plan Structure and Threading

The S&T Strategic Plan is organized around 8 Strategic Focus Areas (SFA) aligning with general desired outcomes of growth or excellence. In the context of Logical Modeling, each *strategic focus area* is further defined by logical *strategic groupings* that occur by functional or distinct needs in organizing effort and/or operational focus. The first two levels encompass the strategic aspects of the plan and provide first-level details of targets, accountable persons (AP), and timelines for measurement and tracking. The execution of the plan is defined within strategy groups as they are defined in terms of *actionable tactics* to operationalize the strategy into what will be accomplished to meet the goals of the strategic group and ultimately contribute to the success of the strategic focus area. Below the tactic level are the individual actions and activity sequences required to implement the tactic.
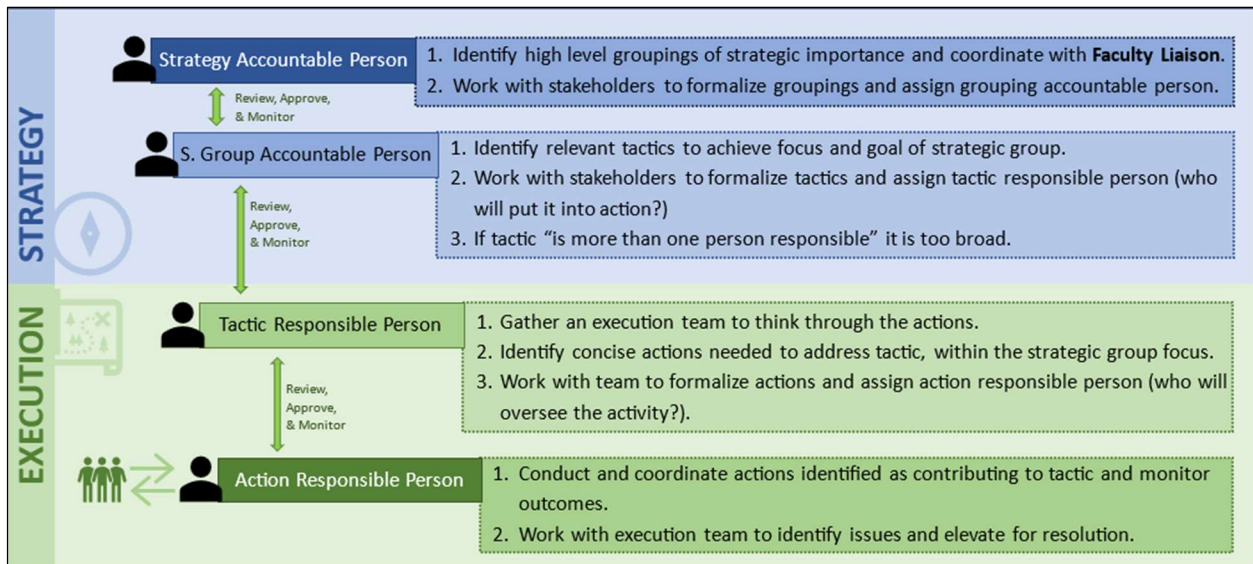
STRATEGY

Strategic Focus Area
- *Organizing conceptual focus*
- *General desired outcome, primarily narrative-oriented*
- *Singular Accountable Person*

Strategy Group(s)
- *Focused framing of SFA to narrow accountability and group effort and tactics*
- *Specific goal/outcome*
- *Long-range due date (likely last measure available before the end of plan cycle)*
- *Singular Accountable Person*

EXECUTION

Tactic(s)
- *SMART-oriented*
- *Narrow due dates and may be bound by order of execution or recurrence*
- *While most likely involving teams, there is a singular Responsible person*

Action(s)
- Concise activity statement (impactful activities to be completed to achieve the tactic)
- Time bounding to when the activity will be completed
- Data relation with metric and KPI/target defined. (real-time or manual updates)
- *While most likely involving teams, there is a singular Responsible person*

Threads

As described in the preceding paragraphs, the plan is strongly focused on logical structures and a hierarchical relationship among the four levels of strategy and execution. Embedded within this concept is that a singular accountable or responsible person can identify each item within a level. A person identified within the plan as an owner of an item has a clear relationship with other owners up or down the logical structure. This comprises accountability threads within the strategic plan, as illustrated in *Figure 1* below. This threaded hierarchy also involves a snowball-like approach to identifying stakeholders and strategy and execution needs, in that each level determines the next level of stakeholders that should be involved with the discussion and also within the level to identify others that should be included, until saturation of strategy is determined by the accountable person at the next higher level. Through this process, the S&T strategic planning process directly involved over 65 individuals through dozens of focus area meetings and over 280 individuals in group information sessions, with 236 respondents contributing input via a survey to campus faculty and staff. As a living document at the tactic and action levels, it is expected that additional stakeholders will be identified over the coming years, and new ideas and possibilities will become embedded in the plan.

Figure 1

Strategic plan threaded structural components and accountability and responsibility scopes

A *thread* is the hierarchical line of accountable and responsible persons across a strategy to action. For example, an action will thread above the action level involving a Strategic Focus Area Accountable Person, a Strategic Group Accountable Person, and a Tactic Responsible Person in addition to the Action Responsible Person. This thread can be viewed as the governance and authority in relation to the activity. All thread members should be aware of the status and dependencies related to the thread. A person's role within the threads clearly defines expectations of ownership in the plan. An *Accountable Person* (or position) is accountable for the success and definition of the identified strategy area. The accountable person may or may not be directly involved in the effort to achieve the stated goals; however, they are accountable that the work or effort is completed to achieve the goal. The *Faculty*

Liaison is a vital link between the faculty, the Accountable Person, and the SFA broadly, in the crucial role of communicating faculty concerns, providing a strong voice in matters where faculty are primarily responsible, and offering valuable perspectives on matters that impact faculty. Acting as representatives, Liaisons are identified as Faculty Senate officers or chairs of SFA-aligned sub-committees, ensuring a seamless flow of strategic information and updates to faculty members. This fosters a spirit of shared governance, facilitating communication and dialog between the Liaison and the SFA Accountable Person, or through appropriate channels within the faculty governance structure. A *Responsible Person* (or position) ensures timely and appropriate execution to address the tactic or action necessary to achieve the strategic goal. The responsible person will most likely be directly involved with the effort to achieve the goal and oversight of teams working toward actions. *Teams* are groups of stakeholders brought together to achieve an action or groups of highly related actions. Teams are in support of the responsible person and the required actions.

Monitoring and Progress
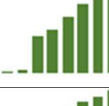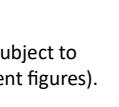
As described in the preceding sections, the S&T strategic plan is not just a static document, but a system that operationalizes our strategic direction. We use a Power BI-based tool to execute the S&T strategy, which allows us to track and monitor timelines, targets, roles, and individual contributions. This system enables us to define and track the plan hierarchy down to the *action* level, automate statuses at the *tactics* level, and accountable person-determined statuses at the *strategy group* and *strategic focus area* levels. This system of tracking enables the accountability threads mentioned previously in the areas of reviewing, approving, and monitoring updates, statuses, and changes to the plan in real time.

We will report and review statuses within the tool and on the Strategic Plan public-facing website (strategicplan.mst.edu). However, public reporting will be limited to progress toward *Core Strategic Metrics*, described below, statuses at the strategic focus area, and strategy group levels only. Internal-facing reporting provides a detailed view of divisional, departmental, and individual contributions to the strategic direction, enhancing our ability to bring together staff who have worked on achieving our strategic goals to gain insights and additional improvements to processes and inform the revisions for the second phase of the strategy (2026-2030).

Core Strategic Metrics

Monitoring key lagging indicators is crucial for evaluating strategy effectiveness, facilitating course corrections, optimizing resource allocation, and communicating with stakeholders. These indicators provide tangible regular targets and actuals realized of strategic initiatives, offering insights into whether the strategy is achieving intended goals and if adjustments are needed. The *Core Strategic Metrics* (see, Table 1) define measures of plan success in the ability to achieve the North Star Goal on a year-to-year and 2030-target timeframe.

Table 1

Baseline and Annual Targets for Core Strategic Metrics: 2023 – 2030

Core Metric	Report Year								
	2023*	2024	2025	2026	2027	2028	2029	2030	
Undergraduate Fall Enrollment (N) [a][†]	*5,510*	5,647	6,012	**6,439**	6,883	7,312	7,722	**8,000**	
Graduate Fall Enrollment (N) [a][†]	*1,646*	1,745	1,919	**2,157**	2,477	2,885	3,387	**4,000**	
Combined Fall Enrollment (N) [a][†]	*7,156*	7,392	7,931	**8,596**	9,360	10,197	11,109	**12,000**	
1st Year UG Retention (%) [b][†]	*86.1*	87.6	88.4	**89.2**	90.0	91.0	92.0	**92.5**	
Post-1st Year UG Attrition (%) [c][†]	*19.1*	18.0	17.5	**17.0**	16.5	16.0	15.5	**15.0**	
6-Year UG Graduation (%) [b][†]	*63.6*	63.8	67.4	**68.1**	69.5	70.8	72.1	**73.4**	
Year to Year Grad. Success (%) [d][†]	*86.3*	91.2	91.6	**92.1**	92.6	93.1	93.5	**94.0**	
Research Expenditure ($M) [e][‡]	*53.3*	60.0	66.6	**73.3**	80.0	86.7	93.3	**100.0**	

[a] Total Headcount.

[b] IPEDS Methodology.

[c] Fall to Fall Combined Attrition of "continuing" FTC.

[d] Fall to Fall Retention or Graduated Status of Graduate Students, excluding Certificate. Note, longitudinal target and baseline subject to revision as indicator weighting method is refined (e.g. curve of master's success will be more impactful on cumulative enrollment figures).

[e] NSF HERD Report Total R&D.

[†] Fall Reporting Cycle.

[‡] Fiscal Year Reporting.

* 2023 Report Year Actuals / Baseline

SFA 1 – Enrollment Growth – Admissions (Provost)

The growth and diversification of our student body will be a key strategy in creating a thriving and diverse student body. A diverse student body creates an environment where students can learn from one another, exchange ideas, and develop a broader perspective on the world. It also helps to foster a sense of community, as students from different backgrounds come together to pursue their academic goals. By pursuing strategies that aim to increase enrollment, S&T can create a more welcoming and inclusive environment for all students and prepare them for success in an increasingly globalized world.

Accountable Person (AP): Colin Potts, *Provost and Executive Vice Chancellor for Academic Affairs*

Faculty Liaison: *Academic Freedom & Standards Committee Chair*

NSG 2030 Primary Alignment(s): Grow enrollment to 12,000 students.

Missouri Compacts Primary Alignment(s): Student Success; Inclusive Excellence.

Strategy Group 1: Enrollment growth – first-time college (FTC) (AP: Vice Provost for Enrollment Management)

    Tactic 1: Increase UG admissions reach to new markets within Missouri and nationally without adjusting entrance requirements.

    Tactic 2: Increase total FTC applications by analyzing and improving our marketing, acceptance, and yield management campaigns.

Strategy Group 2: Enrollment growth – transfers (TRE) (AP: Vice Provost for Enrollment Management)

    Tactic 1: Establish pipeline partnerships with Missouri community colleges.

    Tactic 2: Re-engage with prior admits who did not enroll.

    Tactic 3: Strengthen existing transfer partnerships.

    Tactic 4: Create an online orientation module to onboard new transfer students through Online Advantage.

Strategy Group 3: Enrollment growth – master's (on-campus) (AP: Vice Provost for Enrollment Management)

    Tactic 1: Determine the growth potential of existing master's programs, potential new programs using market research, and focus recruitment in those areas.

    Tactic 2: Design program-level recruitment targets and design recruitment plans for each program.

    Tactic 3: Create an online orientation module to onboard new master's students.

Strategy Group 4: Enrollment growth – master's (online) (AP: Vice Provost for Online Learning & Educational Innovation)

Tactic 1: Build an online admission team to review applications and monitor progress toward targets.

Tactic 2: Build outreach and communication campaigns to build awareness and market programs to potential students.

Tactic 3: Create an online orientation module to onboard new master's online students.

Tactic 4: Determine annual and periodic targets and goals for inquiry-to-enrollment touch points.

Tactic 5: Determine the growth potential of existing or new online programs and focus recruitment in high-potential areas.

Tactic 6: Establish an online student satisfaction survey and administer yearly.

Strategy Group 5: Enrollment growth – doctoral (AP: Vice Provost for Graduate Education)

Tactic 1: Expand Kummer Innovation and Entrepreneurship Doctoral Fellows Program.

Tactic 2: Create an online orientation module through Online Advantage to onboard new doctoral students.

Tactic 3: Improve the doctoral/advisor/advisee matchmaking process.

Tactic 4: Expand doctoral student recruitment.

Tactic 5: Increase the number of prospective doctoral student visits to campus.

Tactic 6: Expand doctoral graduate student funding opportunities.

Tactic 7: Showcase doctoral graduate achievements and excellence.

Tactic 8: Increase domestic doctoral graduate students.

Strategy Group 6: Improved admissions processes (AP: Vice Provost for Enrollment Management)

Tactic 1: Automate outreach communications (e.g., emails, texts, physical letters).

Tactic 2: Review supplemental communications sent outside of automated campaigns to include for next year to communicate proactively.

Tactic 3: Improve efficiency and timing of application decisions, targeting messages to students in accordance with their expressed academic and non-academic interests.

Tactic 4: Improve automatic merit-based scholarship awards.

Tactic 5: Review the test-optional process for core-course redistribution and reevaluation based on year of study.

Tactic 6: Increase the validity of high school rankings by purchasing an external high school ranking list and implementing it in Slate.

Tactic 7: Train campus entities and engage with outreach measures to incoming students, e.g., Army of Champions and other student ambassador organizations, Chancellor's Advisory Committee on African American Recruitment and Retention (CACAARR), Alumni and

academies, National Society of Black Engineers (NSBE), and Society of Hispanic Professional Engineers (SHPE).

Tactic 8: Improve the application experience for students and meet national standards for application components.

Strategy Group 7: National and international diversification (AP: Vice Provost for Enrollment Management)

Tactic 1: Increase S&T presence to recruit students in key cities in Missouri and nationwide.

Tactic 2: Hire staff to help guide market saturation and exploration efforts.

Tactic 3: Army of Champions program to increase visibility in key feeder high school, local/regional events, and other engagement opportunities in Missouri and neighboring states.

Tactic 4: Partnerships to increase the visibility of S&T and expand beyond current international markets.

Tactic 5: Increase the number of female STEM undergraduate students and participation in Summer Camps.

Tactic 6: Increase marketing efforts to recruit high school students to participate in the pre-college initiatives held by NSBE and SHPE.

Strategy Group 8: Improve scholarships and finance-related areas of admissions and yield (AP: Vice Provost for Enrollment Management)

Tactic 1: Refine Kummer Vanguard Scholars program to target prospective undergraduate students who do not see S&T as their first choice.

Tactic 2: Implement and expand/grow a need-based aid program for in-state students (Solving for Tomorrow Scholarship).

Tactic 3: Improved Scholarship Process specific to awarding of non-automatic scholarships.

Tactic 4: Improve graduate domestic scholarship awarding options.

Tactic 5: Explore restricted scholarship opportunities with University Advancement specific to non-research master's students.

Tactic 6: Evaluate and potentially expand S&T Connection Award to Illinois and Iowa.

Tactic 7: Evaluate and potentially expand the transfer merit-based award to cover all years of attendance.

Tactic 8: Evaluate and potentially expand scholarship opportunities to southern states.

Strategy Group 9: Enhance admissions/recruiting-specific marketing (AP: Vice Provost for Enrollment Management)

Tactic 1: Establish a combined Enrollment Management (EM) and Marketing and Communication working group to assess current and future needs, including an improved web presence.

Tactic 2: Develop a campaign inclusive of brand and enrollment support elements.

Tactic 3: Establish Junior and Sophomore campaigns with Marketing and Communications.

Tactic 4: Engage campus community, alumni, and students in EM tactics to attract students via admissions and yield activities.

Tactic 5: Establish transfer student campaigns with Marketing and Communications.

Tactic 6: Yearly review of the online marketing program for S&T.

SFA 2 – Student Well-being and Success (Provost)

S&T is redefining student success to align with the holistic needs of today's students and how they interact on campus. Today's students have diverse learning styles and see success as more than completing a degree. We are designing a campus-wide structure that supports their holistic needs and drives collective impact for well-being and success.

Well-being and belonging are crucial for student success. They affect retention, academic achievement, engagement, and readiness for the world. Improving one area, such as students' sense of belonging, can positively affect their overall well-being and academic success. It is crucial that the entire campus community contribute to this focus area for collective impact.

Accountable Person: Colin Potts, *Provost and Executive Vice Chancellor for Academic Affairs*

Faculty Liaison: *Student Affairs Committee Chair*

NSG 2030 Primary Alignment(s): Grow enrollment to 12,000 students; Achieve a top 100 ranking.

Missouri Compacts Primary Alignment(s): Student Success; Inclusive Excellence.

Strategy Group 1: Embed well-being into all facets of campus culture and across organizational boundaries (AP: Vice Chancellor for Student Affairs)

Tactic 1: Merge the Divisions of Student Affairs and Undergraduate Education to overcome institutional/organizational barriers to student success and flourishing.

Tactic 2: Educate S&T community about Collective Impact methodology and apply it to all student wellbeing initiatives.

Tactic 3: Identify, address, and communicate barriers to student success and flourishing.

Tactic 4: Enhance initiatives that promote accessibility in and outside the classroom through collaboration with faculty.

Tactic 5: Implement JED (Jed Foundation) Health and Wellbeing Committee strategic initiatives to improve measures of mental health and flourishing.

Strategy Group 2: Implement and evolve initiatives to promote student belonging and connection to campus (AP: Vice Chancellor for Student Affairs)

Tactic 1: Increase support for underrepresented and underserved populations.

Tactic 2: Continue to cultivate and expand student-centered spaces that foster broad connectivity, socialization, and creative interaction (e.g. "third spaces" such as coffee bars and meeting lounges).

Tactic 3: Design spaces that encourage inquiry, innovation, and team-based problem-solving.

Tactic 4: Create more nutritionally informative, interactive, and convenient dining experiences.

Tactic 5: Bolster and coordinate community events that the university runs or participates in (e.g. St. Pat's, Equinox, Family Weekend, Homecoming, Celebration of Nations, Convocation, First-Year Celebration).

Tactic 6: Modernize and expand living-learning communities around topics that engage students.

Tactic 7: Create a catalog of classroom capabilities (e.g. reconfigurable furniture) and teaching equipment to be used in scheduling courses in the most appropriate locations.

Tactic 8: Design library space to meet evolving student needs.

Strategy Group 3: Enhance life skills and world readiness (AP: Vice Chancellor for Student Affairs)

Tactic 1: Broaden co-curricular experiences to improve career readiness across all majors.

Tactic 2: Introduce a STEM-to-X advising initiative (where X = medicine and healthcare, the law, education, business, and management) to encourage students to pursue professional career paths.

Tactic 3: Infuse life skill development across services and programs, including integration of the Writing and Communication Center, Career Center, CEC's Leadership and Innovation for Futures in Engineering (LIFE)program, Kummer Vanguard Scholars (KVS) colloquia and challenges, team-based design competitions, etc. into curricular and co-curricular experiences.

Tactic 4: Regularly solicit the voice of students regarding their S&T experience using scheduled and pulse surveys.

Strategy Group 4: Improve undergraduate student outcomes, including first-year retention, four- and six-year graduation rates, time-to-degree, and career outcomes (AP: Associate Provost for Academic Operations, Accreditation and Assessment)

Tactic 1: Use student analytics to infer the effectiveness of interventions on first-year retention, adjusting interventions accordingly.

Tactic 2: Investigate the feasibility of reducing time-to-degree through curricular analytics and curricular modularization.

Tactic 3: Enhance post-graduation career success outcomes for all majors.

Tactic 4: Facilitate transitions between majors by simplifying paperwork, approval processes, and course substitutions.

Tactic 5: Support and evolve student success in underprepared student populations (e.g. first-generation students) through grants.

Tactic 6: Clarify organizational structures for shared academic advising by combining centralized standards (including processes, training, and metrics) with distributed, department- and college-based expertise.

Tactic 7: Expand pre-enrollment preparatory programs for incoming students.

Tactic 8: Evaluate and enhance where appropriate tutoring and mentoring options, including one-on-one and faculty-led group tutoring.

Strategy Group 5: Improve graduate student outcomes (AP: Vice Provost of Graduate Education)

Tactic 1: Adopt evidence-based programs for improving graduate students' satisfaction, well-being, and belonging.

Tactic 2: Monitor and increase year-to-year doctoral graduate student retention.

Tactic 3: Establish appropriate targets for doctoral time-to-degree completion and monitor progress regularly.

Tactic 4: Enhance post-graduation career success outcomes.

Tactic 5: Develop a campus-wide policy on graduate student rights and responsibilities.

Strategy Group 6: Improve online and distance student outcomes (AP: Vice Provost for Online Learning and Educational Innovation)

Tactic 1: Adopt and implement best practices in online and distance education for course design, student support, and scheduling.

Tactic 2: Identify and make available campus support resources appropriate to online and distance students.

Tactic 3: Adopt methods to increase online and distance students' sense of belonging.

Tactic 4: Adopt processes, training, and metrics to customize advising for online and distance students.

SFA 3 – Academic Excellence (Provost)

In order to prepare students for success in their careers and lives, S&T is dedicated to enriching educational offerings, ensuring they align with the evolving needs of our students and the dynamic world around us. We will develop and sustain innovative teaching methods, comprehensive review processes, and the relevancy of S&T's curriculum.

We are dedicated to evolving our general education, dual enrollment, undergraduate and graduate programs to meet the highest standards of educational excellence. We aim to create a learning environment that is both intellectually stimulating and aligned with real-world needs. We will provide pathways and delivery models that fit a diverse range of students.

Accountable Person: Colin Potts, *Provost and Executive Vice Chancellor for Academic Affairs*

Faculty Liaison: *Campus Curriculum Committee Chair*

NSG 2030 Primary Alignment(s): Grow enrollment to 12,000 students; Achieve a top 100 ranking. Attain Carnegie R1.

Missouri Compacts Primary Alignment(s): Student Success; Engagement and Outreach; Research and Creative Works.

Strategy Group 1: Improve processes related to academic programs and curriculum (AP: Associate Provost for Academic Operations, Accreditation and Assessment)

Tactic 1: Design faculty-led processes to create and administer interdisciplinary programs across academic units.

Tactic 2: Ensure academic rigor and quality in all majors and programs to meet regional and professional accreditation standards.

Tactic 3: Implement HLC Assessment Academy as S&T's Quality Initiative.

Tactic 4: Articulate learning objectives and curriculum maps for all programs/majors to help students make informed decisions about selecting courses and degree programs.

Tactic 5: Design a process to internally review the sustainability of all degrees and certificates by tracking their enrollments and graduation rates.

Tactic 6: Update the process for external department reviews into a comprehensive process.

Tactic 7: Articulate course learning outcomes and document them in all syllabi and in the course catalog, and assess progress through S&T's HLC Quality Initiative: participation in the HLC Learning Academy

Tactic 8: Ensure consistent web presence for academic programs and faculty.

Strategy Group 2: Develop and enhance teaching and education excellence (AP: Vice Provost for Online Education and Educational Innovation)

Tactic 1: Restructure the Center for Advancing Faculty Excellence (CAFE) in to support teaching excellence in all programs.

Tactic 2: Create CAFÉ training related to effective course and program assessment.

Tactic 3: Establish new teaching evaluations with the Committee for Effective Teaching (CET) (mid-semester and end-of-semester evaluations together with CET observations and the Peer Evaluation Team).

Tactic 4: Improve the graduate teaching assistant (GTA) training program.

Strategy Group 3: Improve and develop general education curriculum and dual enrollment and transfer programs (AP: Associate Provost for Academic Operations, Accreditation and Assessment)

Tactic 1: Plan and implement affordable dual enrollment offerings with high schools to strengthen the region's college readiness, leveraging existing transportation options to Rolla.

Tactic 2: Develop a unified general education curriculum consistent with accreditation requirements and Missouri Core-42 guidelines with appropriate levels of student choice and ease of transferability.

Tactic 3: Develop methods to assess the general education curriculum and dual enrollment programs.

Tactic 4: Pursue partnerships with community colleges to facilitate ease of transfer for students with associate's degrees.

Strategy Group 4: Develop and diversify undergraduate program offerings (AP: Provost and Executive Vice Chancellor for Academic Affairs)

Tactic 1: Diversify and update undergraduate programs through new emphasis areas, certificates, or concentrations.

Tactic 2: Simplify pathways to graduation by applying the results of curricular analytics to curriculum maps and modularizing courses and prerequisite chains accordingly.

Tactic 3: Encourage and incentivize the creation of interdisciplinary majors and programs.

Tactic 4: Using agreed-upon metrics, create, enhance, sunset, or redesign majors and/or programs.

Tactic 5: Explore the potential for developing a more robust honors program to recruit, retain, and develop outstanding students.

Strategy Group 5: Evaluate and evolve non-thesis master's program offerings (AP: Vice Provost for Online Education and Educational Innovation)

Tactic 1: Coordinate student marketing and pricing models.

Tactic 2: Develop plans for face-to-face offerings of non-thesis master's programs in St Louis.

Tactic 3: Evaluate the feasibility of moving non-thesis master's courses to shorter terms (e.g. eight-week blocks).

Tactic 4: Develop new high-demand master's programs.

Tactic 5: Leverage or market appropriate 4+1 programs for non-thesis master's degrees.

Tactic 6: Develop or adopt metrics to assess the need for new master's programs and differentiate them from research graduate programs.

Tactic 7: Explore new options for professional master's programs in order to diversify our offerings.

Strategy Group 6: Evaluate and evolve research graduate program offerings (doctoral and thesis master's) (AP: Vice Provost of Graduate Education)

Tactic 1: Review and revise our online PhD programs.

Tactic 2: Grow marketing and recruitment of graduate students into appropriate non-thesis master's programs and research (i.e. thesis master's and doctoral) programs, as appropriate.

Tactic 3: Pursue dual PhD programs to attract outstanding PhD students and leverage shared funding programs.

Tactic 4: Explore new opportunities for online professional doctoral programs (e.g. D.Eng. Ed.D., DBA).

Strategy Group 7: Develop plans for corporate education and periodic delivery online and in-person of short courses about specialty topics (AP: Associate Dean for Academic Programs)

Tactic 1: Investigate, evaluate, and develop executive education programs.

Tactic 2: Establish a process for regularly seeking alumni and corporate input on new programs and course modalities based on market need.

Tactic 3: Establish a cost model for executive and corporate educational activities, including the potential for compensation across college boundaries.

Tactic 4: Set up a website for off-campus programming.

Tactic 5: Expand corporate programs and course offerings in the St. Louis area and investigate other potential locations.

Strategy Group 8: Regularize transparent processes for academic resource allocation (AP: Provost and Executive Vice Chancellor for Academic Affairs)

Tactic 1: Develop funding models to ensure that academic priorities will be adequately resourced, including graduate student support, start-up costs, library needs, and additional teaching from other departments.

Tactic 2: Survey alumni and corporations to investigate future educational topics and delivery modes.

Tactic 3: Create a website devoted to off-campus programs.

Tactic 4: Hire staff support for the St. Louis location.

SFA 4 – Research, Innovation, and Entrepreneurship (VC for Research and Innovation)

> *A journey to position S&T as a global research, innovation, and entrepreneurship leader. This pivotal focus area is not just about enhancing our academic stature; it's about driving economic development and fostering a culture of breakthroughs. Aligned with our commitment to reach Carnegie R1 status and secure a top 100 ranking, this focus area intertwines with the Missouri Compacts, emphasizing Research and Creative Works alongside Engagement and Outreach.*

> *Our multifaceted strategy includes developing cutting-edge facilities like the Protoplex and the Bio-Plex, pursuing significant NSF proposals, and growing our research support structure. By investing in training, coaching, and mentoring programs, we aim to empower our faculty to excel in securing large grants and advancing their research endeavors.*

Accountable Person: Kamal Khayat, *Vice Chancellor for Research and Innovation*

Faculty Liaison: *Intellectual Property & Tech Transfer Committee Chair*

NSG 2030 Primary Alignment(s): Attain Carnegie R1; Achieve a top 100 ranking.

Missouri Compacts Primary Alignment(s): Research and Creative Works; Engagement and Outreach.

Strategy Group 1: Grow research, innovation, and entrepreneurship capacity and support infrastructure (AP: Vice Chancellor for Research and Innovation)

Tactic 1: Foster growth of University and Kummer Research Centers.

Tactic 2: Kummer Ignition Grant Initiative.

Tactic 3: Award Capture Team to identify grant opportunities and communicate to faculty.

Tactic 4: University Research Center Seed Grants.

Tactic 5: Seed Research Grant Initiative for arts, humanities and social sciences.

Tactic 6: Provide training for non-STEM faculty on RFPs (NGOs, foundations, etc.).

Tactic 7: Promote excellence in scholarship beyond research expenditures.

Tactic 8: Provide training, coaching, and mentoring for faculty of all ranks to pursue large grants.

Tactic 9: Grow research support structure (staffing and resources).

Tactic 10: Foster student entrepreneurship by facilitating the creation of student-led startup companies.

Tactic 11: Incentivize entrepreneurship with a dual focus on groundbreaking technologies and humanities-based initiatives.

Strategy Group 2: Grow research infrastructure (equipment and facilities) (AP: Vice Chancellor for Research and Innovation)

Tactic 1: Operationalize the Protoplex.

Tactic 2: Establish or fill research center director positions.

Tactic 3: Bio-Plex.

Tactic 4: Critical Mineral Testbed Facility and Analytical Support Structure.

Tactic 5: NSF Major Research Instrumentation proposals.

Tactic 6: Create a campus-wide Analytical Instruments Facility.

Tactic 7: Improve IT support for research, including IT infrastructure, CUI data center, and computer replacements.

Tactic 8: Enforce safety and training requirements in research facilities.

Tactic 9: Facilitate feasibility study of a micro nuclear reactor.

Strategy Group 3: Increase externally funded R&D expenditures and foster growth and strategic investments to support research and innovation (AP: Vice Chancellor for Research and Innovation)

Tactic 1: Increase number of collaborators in large funding proposals.

Tactic 2: Increase number and dollar amount of proposals in College of Engineering and Computing.

Tactic 3: Increase number and dollar amount of proposals in College of Arts Sciences and Education.

Tactic 4: Increase number and dollar amount of proposals in Kummer College of Innovation, Entrepreneurship, and Economic Development.

Tactic 5: Hiring of tenure/tenure-track (T/TT) faculty in strategically important areas according to R1 T/TT faculty hiring strategic plan (i.e., Advanced Manufacturing and Electronics, BioX, Smart Systems, Sustainable and Resilient Infrastructure, Extreme Environments, STEM and non-STEM Enhancement).

Tactic 6: Develop innovative strategies to fund start-up packages (e.g., endowments).

Tactic 7: Collaborate with Kummer Institute (KI) Center directors to foster the growth and leadership of the centers on large proposals.

Tactic 8: U.S. DOE EPIXC (Energy Program for Innovation Clusters) Manufacturing Innovation Institute.

Tactic 9: Implement FY24 $9M MOEXCELS grant with Community College partners and MAE department Chair and Faculty.

Tactic 10: Implement FY24 $3M DOL Grant with Industry Collaborators.

Tactic 11: Increase number of ≥ $10M multi-institutional proposals in core science and engineering (S&E) areas.

Tactic 12: Increase number of ≥ $5M multi-institutional proposals in emerging S&E areas.

Tactic 13: Increase the number to ≥ $1M /year proposals in non-S&E areas.

Tactic 14: Increase externally funded R&D expenditures per faculty.

Tactic 15: Grow annual congressional programmatic and earmark requests.

Strategy Group 4: Increase research staff (postdoctoral & non-faculty research staff) (AP: Vice Chancellor for Research and Innovation)

Tactic 1: Attract externally funded postdocs, such as NSF/NIH/Fulbright postdocs.

Tactic 2: Increase number of postdocs.

Tactic 3: Increase number of non-tenure-track (NTT) research professors.

Tactic 4: Increase number of research engineers/scientists.

Tactic 5: Identify new job families to foster growth of KI Centers.

Tactic 6: Enable KI and University Research Centers to hire and promote research professors and professional staff.

Strategy Group 5: Increase doctoral research degree conferrals in S&E and non-S&E doctoral degrees (AP: Vice Provost of Graduate Education)

Tactic 1: Increase the number of research-active faculty involved in doctoral student advising.

Strategy Group 6: Enhance global recognition of research centers and faculty and support student success (AP: Vice Chancellor for Research and Innovation)

Tactic 1: Advance research excellence to improve university ranking.

Tactic 2: Promote publications in prestigious journals (e.g., Nature, Science).

Tactic 3: Increase the number of early career faculty awards (e.g., NSF, NASA, DOE, DOD NIH).

Tactic 4: Nominate outstanding faculty for prestigious awards in their fields and assist departments/colleges in preparing nomination packages.

Tactic 5: Increase the number of national and international workshops in areas of strength.

Tactic 6: Improve analytical research infrastructure to attract off-campus users.

Strategy Group 7: Increase societal impact of university research and innovation (AP: Associate Vice Chancellor for Innovation, Entrepreneurship and Commercialization)

Tactic 1: Increase the number of invention disclosures.

Tactic 2: Increase the number of patent applications from S&T.

Tactic 3: Increase the number of intellectual property (IP)-related agreements.

Tactic 4: Create a campus environment that encourages the formation of new companies.

Tactic 5: Promote policy impact of research.

Tactic 6: Broaden societal impact through knowledge dissemination, community outreach, and policies.

SFA 5 – Outreach and Engagement (Vice Chancellor of Strategic Initiatives)

As a university community, it is important to prioritize outreach and engagement initiatives that promote visibility and recognition of our achievements to and among our many stakeholders. By doing so, we can increase awareness of the valuable contributions that our members make to the broader community, and foster a sense of pride and connection among all those associated with our institution. Whether through public events, social media campaigns, or other means, we must actively seek to showcase the talents and accomplishments of our students, faculty, and staff, and ensure that our impact is felt far beyond the walls of our campus.

Accountable Person: Steve Roberts, *Vice Chancellor of Strategic Initiatives*

Faculty Liaison: *Department Chairs Council Chair*

NSG 2030 Primary Alignment(s): Attain Carnegie R1; Achieve a top 100 ranking.

Missouri Compacts Primary Alignment(s): Engagement and Outreach; Research and Creative Works; Inclusive Excellence; Planning, Operations, and Stewardship.

Strategy Group 1: Increase awareness and support (funding) of S&T's goals, expertise, and initiatives, and S&T's awareness of legislative funding priorities – State and Federal Legislators and other elected officials (AP: Chief of Staff)

Tactic 1: In coordination with the UM System Office of Government Relations, develop annual legislative outreach plans to inform and engage key state and federal legislators, members of the executive branch, and their staffs of the benefits of Missouri S&T to the state economy and social well-being.

Strategy Group 2: Increase awareness and support (funding) of S&T's goals, expertise, and initiatives, and S&T's awareness of agency funding priorities – Government agencies and research-centric organizations (AP: Vice Chancellor for Research and Innovation)

Tactic 1: Foster relationships with national labs.

Tactic 2: Foster research relationships with peer-universities.

Tactic 3: Foster research relationships with minority-serving institutions.

Tactic 4: Facilitate multi-institutional and industrial collaborations.

Strategy Group 3: Increase awareness and support (funding) of S&T's goals and initiatives in student career readiness and S&T's awareness of employer needs – Employers (AP: Director Career Opportunities and Employer Relations)

Tactic 1: Formally survey employers annually in collaboration with college deans.

Tactic 2: Assemble recruiters and hiring managers for an annual professional development mini-conference at S&T.

Tactic 3: Provide additional resources and outreach for departments/programs with the lowest positive outcome rates.

Strategy Group 4: Increase awareness and support (funding) of S&T's research goals, expertise, and initiatives, and S&T's awareness of corporate needs and funding priorities – Corporate research sponsors (AP: Associate Vice Chancellor for Innovation, Entrepreneurship and Commercialization)

Tactic 1: Develop a plan to identify a corporate "front door" for the University.

Tactic 2: Develop a plan to better identify and approach corporate foundations for university support.

Strategy Group 5: Increase awareness of S&T's goals, expertise, resources, and initiatives in economic development, and S&T's awareness of local, regional, state business needs, opportunities, and priorities (AP: Director of Engagement and Outreach)

Tactic 1: Establish annual engagement forums to communicate the university's mission, strategic goals, and initiatives to the community.

Tactic 2: Enable and support a broad range of campus and community collaboratives with local organizations, businesses, and non-profits that align with university expertise and resources.

Strategy Group 6: Increase awareness of S&T's goals, initiatives, and expertise in K-12 education, and S&T's awareness of school- and district-level needs, opportunities, and priorities in K-12 education, and inspire students to attend S&T and pursue careers in STEM and STEM adjacent fields – K-12 schools and districts (AP: Director Kummer Center for STEM Education)

Tactic 1: Expand the teacher lending loan program based on feedback from the teacher curriculum cohort professional development and school district meetings.

Tactic 2: Annually, create outreach plans for major external K-12 STEM events.

Tactic 3: Annually, evaluate the impact of K-12 STEM outreach and internal S&T reach.

Strategy Group 7: Enhance organizational capabilities to advance institutional communications and boost visibility and reputation. (AP: Vice Chancellor of Marketing and Communications)

Tactic 1: Develop annual plan to share brand pillars and strategies with campus

Tactic 2: Develop comprehensive content marketing plan

Tactic 3: Conduct market research and identify target areas based on results and goals

Tactic 4: Expand media outreach efforts regionally, statewide, and in selected markets

Tactic 5: Explore communication options for enhanced exposure with alumni and other stakeholders

Tactic 6: Identify niche areas across campus for potential national exposure and develop media plan

Tactic 7: Creation of an Office of Outreach and Engagement to provide centralized resources, training, and coordination of outreach and engagement activities campuswide.

SFA 6 – Advancement and Alumni Relations (Vice Chancellor for University Advancement)

Establish S&T as a leader in addressing the world's greatest challenges by fostering unparalleled partnerships with individuals, corporations, and foundations. We aim to expand and deepen our impact through strategic fundraising and alumni engagement initiatives, solidifying S&T's reputation as a model for public university advancement teams. By implementing these strategies, we will position S&T as a destination for high-performing professionals who display integrity, creativity, and donor-centric stewardship in the pursuit of aggressive fundraising and alumni engagement goals. Together, we will elevate S&T to be among the top 40 public universities by endowment size, making a permanent impact on our institution's future through sustained investments that support Missouri S&T's North Star Goals.

Accountable Person: Tory Verkamp, *Vice Chancellor for University Advancement*

Faculty Liaison: *Faculty Senate President*

NSG 2030 Primary Alignment(s): Foundational

Missouri Compacts Primary Alignment(s): Planning, Operations, and Stewardship; Engagement and Outreach.

Strategy Group 1: Foster campuswide education and engagement in philanthropy, solidifying donor stewardship and fundraising best practices as an ingrained and integral function of every campus interaction a prospective partner may experience (AP: Vice Chancellor for University Advancement**)**

Tactic 1: Develop metrics for academic leaders that focus our partnership and drive measurable results.

Tactic 2: Communicate progress and successes methodically via multi-channel approaches that celebrate our donors and inspire new and increased giving.

Tactic 3: Create a philanthropic training program for academic and staff partners interested in engaging in our work.

Tactic 4: Add an alumni association committee charged with staff engagement to identify areas of strategic alignment and influence future Miner Alumni Association work.

Tactic 5: Launch a faculty and staff giving program.

Tactic 6: Implement a Student Gift Officer program. This program will serve as a stewardship tool and an opportunity to inspire student ambassadorship of philanthropy.

Strategy Group 2: Create efficiencies and expand capabilities in our prospect research and relationship management tools and processes (AP: Executive Director for University Services)

Tactic 1: Complete the implementation and enhanced reporting capabilities of a new customer relationship management (CRM) to improve pipeline building and moves management capabilities.

Tactic 2: Launch the University Advancement (UA) Power BI dashboard to enhance division transparency, offer real-time reporting to campus partners, and encourage data-driven decision-making.

Tactic 3: Conduct portfolio review and optimization to prioritize current and future prospects best.

Tactic 4: Reorganize major gifts staff structure and assignments to maximize team strengths.

Strategy Group 3: Establish comprehensive campaign planning to execute the institution's largest comprehensive campaign in history (AP: Vice Chancellor for University Advancement)

Tactic 1: Develop a case for support that clearly articulates campaign vision and priorities.

Tactic 2: Determine the projected campaign timeline and key milestones.

Tactic 3: Finalize campaign budget, detailing critical investments to expand our capabilities to reach unprecedented fundraising targets.

Tactic 4: Reorganize and bolster existing, distributed stewardship efforts.

Strategy Group 4: Develop and implement innovative approaches to support pipeline development while rebuilding a dedicated annual giving team (AP: Assistant Vice Chancellor for Alumni Affairs and Advancement Services)

Tactic 1: Solicit all contactable alumni annually, which has not been done in a decade.

Tactic 2: Revive and reimagine a campuswide Giving Day.

Tactic 3: Reinstate face-to-face visits with annual giving donors, strengthening relationships and adding an essential strategic engagement step in the solicitation cycle.

Tactic 4: Define and establish a leadership annual giving program.

Tactic 5: Introduce user-friendly annual giving tools to improve the giving process.

Strategy Group 5: Complete fundraising for key capital projects (AP: Assistant Vice Chancellor for University Advancement)

Tactic 1: Engage campaign counsel to support fundraising efforts for these vital, time-sensitive projects.

Tactic 2: Secure naming gift for the Innovation Lab, the largest capital naming opportunity in our campus' history.

Tactic 3: Secure naming gift for the Welcome Center, the largest capital naming opportunity in our campus' history.

Tactic 4: Launch Bio-X/Bio-Plex campaign.

Strategy Group 6: Create a cohesive, thriving ecosystem for campus board engagement. Cultivate a roster of volunteer partners inspired to support and elevate Missouri S&T through time, talent, and treasure (AP: Vice Chancellor for University Advancement)

Tactic 1: Leverage board expertise and networks to enhance fundraising efforts.

Tactic 2: Coordinate opportunities for cross-collaboration among our various boards to maximize staff resources and provide high-impact engagement opportunities for all board members.

Tactic 3: Develop recruitment matrices to map current skills and attributes and identify needs and interests promoting healthy, diverse boards that advance our mission cooperatively, never competitively.

Tactic 4: Re-evaluate existing committee structures, realigning efforts to advance our mission.

Tactic 5: Identify and implement new approaches and processes to engage alumni, customized to generational demographics.

SFA 7 – Employer/Employee Excellence (Chief Human Resources Officer)

As an institution of higher education, it is imperative that we prioritize the satisfaction and development of our employees, as well as the optimization of our policies and processes, to achieve excellence. By investing in staff and faculty, we will cultivate a culture of innovation, collaboration, and growth within our university community.

Additionally, streamlining processes and procedures can contribute to a more efficient and effective work environment for our employees. Ultimately, by prioritizing these areas of improvement, we can create a more supportive and inclusive university community that values the contributions of all its members.

Accountable Person: Cindi Nelson, *Chief Human Resources Officer*

Faculty Liaison: *Tenure Policy Committee Chair*

NSG 2030 Primary Alignment(s): Foundational.

Missouri Compacts Primary Alignment(s): Inclusive Excellence; Engagement and Outreach; Planning, Operations, and Stewardship.

Strategy Group 1: Improvement of campus climate and environment for faculty and staff well-being and satisfaction (AP: Staff Success Center Manager)

Tactic 1: Utilize climate data to develop campus-wide annual improvement plans.

Tactic 2: Develop or extend Rolla/Community Partnerships.

Tactic 3: Enhance and promote faculty and staff well-being programs.

Tactic 4: Review and improve campus business processes for quality and effectiveness.

Tactic 5: Increase recognition for staff and faculty, particularly those who contribute to a supportive climate.

Tactic 6: Improve compensation procedures and add greater transparency to process.

Strategy Group 2: Enhance faculty academic life (AP: Associate Provost for Faculty Affairs)

Tactic 1: Conduct a comprehensive and continuous review of P&T process for TT/NTT tracks, including appropriate weight for exceptional teaching.

Tactic 2: Develop campus-wide faculty mentoring programs across career stages and career tracks (e.g., TT/T/NTT).

Tactic 3: Compile and enhance faculty workload distribution and related policies, adjusting as necessary.

Tactic 4: Clarify and expand upon the definitions of merit and measured success / effort on campus that contribute to P&T in the spirit of inclusivity, including appreciation of diverse types of scholarship.

Tactic 5: Improve faculty evaluation processes in alignment with P&T.

Tactic 6: Develop and implement career development and promotion processes for NTT faculty.

Tactic 7: Develop processes that address COACHE survey concerns, especially regarding mutual trust and communication between faculty and administrators.

Strategy Group 3: Improve staff engagement and retention (AP: Chief Human Resources Officer)

Tactic 1: Improve training and development opportunities.

Tactic 2: Improve recognition and appreciation programs.

Tactic 3: Improve performance review process.

Tactic 4: Develop programs and paths for promotion.

Tactic 5: Review and update staff compensation strategy to address salary compression and inversion.

Tactic 6: Develop concrete guidelines and processes for dual career hiring and retention (including both faculty and staff).

Strategy Group 4: Engagement and empowerment of employees (AP: Senate President & Staff Council President)

Tactic 1: Increase representation of underrepresented groups specifically in leadership positions.

Tactic 2: Facilitate inclusive dialogues about and clarify expectations for shared governance.

Tactic 3: Include faculty experts in administrative and operational decision-making processes about their areas of expertise.

Tactic 4: Develop a plan for improved communication between administration, faculty, and staff.

Tactic 5: Increase the role of standing committees (staff and faculty) in decision-making processes.

Tactic 6: Establish metrics to determine effectiveness of shared governance and other faculty/staff involvement strategies and track them over time.

Tactic 7: Create professional development opportunities to increase/enhance faculty/staff institutional involvement, shared governance participation, and continuity.

Strategy Group 5: Improve academic and administrative continuity (AP: Lead Recruitment Consultant)

Tactic 1: Develop appropriate continuity plans for administrative roles: deans and department chairs, academic administrators, and administrative leaders and directors.

Tactic 2: Create and maintain leadership development programs for faculty and staff, including both administrative and non-administrative leadership paths with a focus on emotional intelligence and relationship-building skills.

Tactic 3: Continuously identify exceptional talent that could enhance campus leadership, both internal and external.

Tactic 4: Reduce number and duration of interim appointments.

SFA 8 – Finance and Infrastructure (Vice Chancellor for Finance and Operations)

As a university community, we are dedicated to enhancing our budget prioritization to promote the strategic distribution of resources. We are committed to constructing and maintaining a state-of-the-art and inviting campus infrastructure that fosters a sense of belonging and provides an ideal atmosphere for academic and research activities. Our information technology and decision-making resources will be tailored to support the growth of academics, operations, and research, ensuring we have the necessary tools to achieve our objectives. Lastly, we strive for efficiency and collaborative operations, enabling us to attain our collective goals and make optimal use of our resources.

Accountable Person: Alysha O'Neil, *Vice Chancellor for Finance and Operations*

Faculty Liaison: *Budgetary Affairs Committee Chair*

NSG 2030 Primary Alignment(s): Attain Carnegie R1; Foundational.

Missouri Compacts Primary Alignment(s): Planning, Operations, and Stewardship; Student Success.

Strategy Group 1: Improve process and transparency of budget prioritization based on strategic initiatives (AP: Director Accounting and Budget)

Tactic 1: Align investments with the strategic plan.

Strategy Group 2: Develop, operate, and maintain a safe, modern, and attractive campus environment that promotes creativity and innovation for our students, faculty, and staff (AP: Associate Vice Chancellor for Facilities Planning and Operations)

Tactic 1: Address Physical Infrastructure Updates and Needs.

Tactic 2: Develop Research Facilities.

Tactic 3: Align maintenance/custodial activities and enrollment management on-campus events to maximize effectiveness in recruitment.

Tactic 4: Ensure space and land use support the strategic plan.

Tactic 5: Campus safety and security.

Tactic 6: Promote Sustainability and Energy Conservation.

Strategy Group 3: Ensure information technology infrastructure is sufficient to support achieving strategic goals (AP: Chief Information Officer)

Tactic 1: Assessment of IT's ability to meet current needs and enable and accelerate North Star Goals.

Tactic 2: Strengthen IT security to protect against various threats, including malware/ransomware attacks.

Tactic 3: Improve IT support of research computing.

Tactic 4: Improve high-performance research computing to support growing research activities.

Tactic 5: Create outreach and training programs to equip faculty and staff with technological tools to support the success.

Tactic 6: NIST 800-171 and 800-172 compliance.

Strategy Group 4: Improve data literacy and data usage to support decision-making, increase productivity, improve efficiency, and foster a culture of collaboration and accountability. (AP: Senior Business Intelligence Consultant)

Tactic 1: Support the decision-making process at S&T by providing leaders with real-time data and analysis.

Tactic 2: Increase access to organized data by onboarding all S&T service lines into Power BI and deprecating legacy reporting solutions.

Tactic 3: Create a culture of collaboration by enabling cross-functional reporting, moving all remaining modeling to the Microsoft cloud, breaking down data ownership silos, and providing consumer training to the S&T community.

Tactic 4: Process and Performance Improvement: Collaborate and consult with units to design and develop new and improved analytics, reporting solutions, and applications to support strategic and operational missions.

Tactic 5: Lay the foundation for a predictive analytics program at S&T by starting a machine learning program focused on the central service lines.

Alignment of Strategic Focus Areas, North Star Goals, and Missouri Compacts

North Star Goals	Strategic Focus Areas	Missouri Compacts
Attain Carnegie R1	S1: Enrollment Growth	Student Success
Grow enrollment to 12,000 students	S2: Student Wellbeing & Success	Research and Creative Works
Achieve a top 100 doctoral universities ranking	S3: Academic Excellence	Engagement & Outreach
Foundational	S4: Research, Innovation, & Entrepreneurship	Inclusive Excellence
	S5: Outreach & Engagement	Planning, Operations, & Stewardship
	S6: Advancement & Alumni Relations	
	S7: Employer/ Employee Excellence	
	S8: Finance & Infrastructure	