

# MISSOURI S&T

## Fiscal 2018 Strategic Plan

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# MISSION AND VISION

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## MISSION <sup>1</sup>

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.

## 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.

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Missouri S&T has identified six key customer groups:

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

<sup>1</sup> University of Missouri System Board of Curators approved in September 2013

# VALUES

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## 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 Missouri 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.

# GOALS AND STRATEGIES

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## Goal 1

**Develop and inspire creative thinkers and leaders for lifelong success**

### Strategies

- 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 Create professional and leadership development opportunities for faculty, staff, alumni, students and administrators
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### Strategies

## Goal 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 current methods of teaching and research to support current and improved scholarship with continual improvement and enhancement of student learning and increase faculty productivity
  - 2.6 Address administrative structural changes to facilitate strategy and enhance national visibility
  - 2.7 Promote innovative practices through strategic global initiatives which will foster student development and campus/ community engagement and further elevate Missouri S&T's global reputation
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## GOALS AND STRATEGIES

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### Strategies

#### Goal 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 Missouri 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 learning
- 3.4 Promote inclusion and increase diversity of faculty, staff, students and administrators to remain relevant and competitive in a global environment
- 3.5 Create and implement a student and alumni lifetime engagement strategy
- 3.6 Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing environmental stewardship
- 3.7 Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities
- 3.8 Develop a comprehensive program to develop the people, processes and tools to acerbate the application of technical innovation for economic impact
- 3.9 Develop long-term fiscal stability and growth management plan that maximizes return on investment and identifies resources to fulfill strategic objectives

#### Goal 4

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

### Strategies

- 4.1 Create a comprehensive distance and online education strategy
- 4.2 Enhance instructional labs and methods of developing lab experiences
- 4.3 Engage in transformative doctoral student recruiting/retention and placement
- 4.4 Improve student, faculty, staff and administrator mentoring and advising
- 4.5 Identify and remove barriers to graduation and reduce time to degree for undergraduate and graduate students

ACTION IMPLEMENTATION PLAN

**Strategy 1.1: Require all undergraduate students to participate in some significant experiential learning activity before they graduate**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.1.1:</b> Assign responsibilities associated with monitoring experiential learning activities and maintaining the reporting of those activities to the Vice Provost for Academic Support, who will regularly inform the Executive Director of Strategy, Institutional Research and Assessment	FY15	6/1/15	Ongoing	Vice Provost for Academic Support, Vice Chancellor for Student Affairs, Registrar	Activities currently monitored by departments and undergraduate office	Number of experiential learning activities. Higher Learning Commission review of this Quality Initiative
<b>1.1.2:</b> Career Opportunities and Employer Relations (COER) will continue to explore internship, externship, and intersession opportunities	FY14	1/1/14	Ongoing	Vice Provost for Academic Support, Vice Chancellor for Student Affairs	AY12/13: 198 employer internship opportunities, 9 employer externship opportunities	List of opportunities; Ongoing target: review and revise list annually
<b>1.1.3:</b> Establish experiential opportunities through peer advising and mentoring	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	Experiential opportunities do not currently exist	Number of peer advising and mentoring opportunities
<b>1.1.4:</b> Continue fund raising activities to expand the Kummer Student Design and Experiential Learning Center	FY15	7/1/14	Ongoing	Vice Chancellor for University Advancement	Current level of donors	Number of memberships in "Miners by Design"

ACTION IMPLEMENTATION PLAN

**Strategy 1.1: Require all undergraduate students to participate in some significant experiential learning activity before they graduate**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.1.5:</b> Enhance the student employee training initiative through cross-campus collaboration supporting experiential learning	FY16	7/1/15	Ongoing	Vice Chancellor for Student Affairs	No training model exists	Implementation of training model
<b>1.1.6:</b> Promote the incorporation of diversity and inclusion in experiential learning. Encourage participation in experiential learning activities that promote abilities to engage, understand, and respect different points of view and perspectives	FY16	3/1/16	3 Years	Vice Provost for Academic Support, Vice Chancellor for Student Affairs	Incorporation in experiential learning does not currently exist	Number of activities that promote engagement, understanding, and respect of different points of view and perspectives
<b>1.1.7:</b> Identify sources of support to expand study abroad programs and maintain services related to these programs	FY17	7/1/16	2 years	Office of International Affairs	3 funding sources, \$16K per year	Number of sources of support and type of support from each source
<b>1.1.8:</b> Create a repository of best-practices modules that faculty and staff can incorporate into experiential learning activities (i.e.: Diversity and inclusion, standardized satisfaction survey)	FY18	7/1/17	Ongoing	Vice Provost for Academic Support, Vice Chancellor for Student Affairs	Repository does not exist	Repository developed

ACTION IMPLEMENTATION PLAN

Strategy 1.1: Require all undergraduate students to participate in some significant experiential learning activity before they graduate

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.1.9:</b> Encourage more experiential learning opportunities and resources to support those opportunities	FY18	7/1/17	Ongoing	Vice Provost for Academic Support, Vice Chancellor for Student Affairs, Vice Chancellor for Finance and Operations	Current level of support (e.g. OURE, Study Abroad, Student Design, and others)	Amount of resources dedicated to fund experiential learning activities (such as OURE, Study Abroad and Student Design Teams, and others)
<b>1.1.10:</b> Create a student experiential learning council to provide input and ideas	FY18	7/1/17	1 year	Vice Provost for Academic Support, Vice Chancellor for Student Affairs	Council does not currently exist	Council created

## ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.2.1:</b> Sustain an innovation team that provides funding and support for creative initiatives submitted by members of the Missouri S&T community	FY14	7/1/13	7 years	Chancellor, Executive Director of Strategy, Institutional Research and Assessment	No prior team or funds	Number of creative initiatives funded
<b>1.2.2:</b> Sustain and enhance innovative programming for students, faculty, staff, and constituent partners	FY14	7/1/14	Ongoing	Vice Provost for Academic Support, Vice Provost for Graduate Studies, Vice Provost and Deans	Usage percentage in learning activities	Outcomes from first TedX; sustainability and enhancement plan established; number of innovative programs provided
<b>1.2.3:</b> Integrate innovation, entrepreneurship, and creativity throughout the academic curriculum and Missouri S&T experience	FY16	7/1/15	Ongoing	Vice Provost and Deans, Innovation Committee	26 students participating	Number of courses and programs with integrated curriculum
<b>1.2.4:</b> Enhance programs and increase participation in cross disciplinary and co-curricular experiences that prepare career-ready graduates (e.g., intersession or alternative spring break events, University Innovation Fellows, arts and humanities experiences for all majors, study abroad program, and student participation in conferences/competitions, and on-campus activities)	FY14	9/1/13	2 years	Vice Provost for Academic Support, Vice Provost for Graduate Studies, Vice Chancellor for Student Affairs, Vice Provost and Deans	AY13/14: Miner Challenge- 59 students and 3 staff	Number of student participating

## ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.2.5:</b> Develop and enhance minor and certificate programs (e.g., leadership, humanitarian, engineering and science, and programs that develop an entrepreneurial mindset)	FY14	9/1/13	Ongoing	Vice Provost for Academic Support, Vice Provost for Graduate Studies, Vice Chancellor for Student Affairs, Vice Provost and Deans	0 programs	Programs developed; Target year two: one more program added; learning outcomes from enhanced programs
<b>1.2.6:</b> Support and encourage participation in cross-disciplinary or global experiences (e.g., arts and humanities experiences for engineering, science and business students, study abroad); develop programs and curriculum for expanded opportunities	FY16	7/1/15	Ongoing	Vice Provost for Undergraduate Studies, Vice Chancellor for Student Affairs, Vice Provost and Deans, Office of International Affairs	23 students participated in semester long study abroad	Number of students who study abroad
<b>1.2.7:</b> Encourage entrepreneurial application (translating ideas and research into the market place) among faculty, staff and students	FY14	7/1/14	Ongoing	Vice Provost for Research, Vice Provost for Graduate Studies, I-Corps Program Site Director	3 new student businesses	Number of teams participating: in I-Corps site program, Tech Transfer programs; number of licenses; number of start ups; amount of internal funding; amount of external funding; amount of investment funding
<b>1.2.8:</b> Expand engagement in innovative and creative activities that foster an entrepreneurial mindset and promote diversity, inclusion, and globalization	FY16	3/1/16	2 years	Vice Provost and Deans, Provost, Vice Provost for Academic Support, Vice Provost for Graduate Studies	Zero courses are currently infused	Number of activities promoting diversity, inclusion and globalization; learning outcomes from program/activity engagement

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.2.9:</b> Expand engagement in innovative and creative activities that foster an entrepreneurial mindset and promote diversity, inclusion, and globalization	FY16	3/1/16	2 years	Vice Provost and Deans, Provost, Vice Provost for Academic Support, Vice Provost for Graduate Studies	Zero courses are currently infused	Number of activities promoting diversity, inclusion and globalization; learning outcomes from program/activity engagement
<b>1.2.10:</b> Explore creating a Diversity Certificate program for students, faculty and staff aimed at enhancing campus climate	FY16	3/1/16	2 years	Provost, Vice Provost and Deans, Vice Chancellor for Student Affairs	Diversity Certificate does not currently exist	Determine Diversity Certificate options
<b>1.2.11:</b> Expand Makerspace and Learning Commons programs through integration of state-of-the-art collaborative technologies, pop-up classes, collision spaces, satellite makers, or ideation spaces across campus	FY18	7/1/17	Ongoing	Provost, Vice Provost and Deans, Vice Chancellor for Finance and Operations	Creation of programs	Number of Makerspace and Learning Commons implemented; number of pop-up classes, collaborative technologies, etc.
<b>1.2.12:</b> Create a multi-campus committee to work with the state of Missouri to create a Missouri I-Corps Program	FY18	7/1/17	Ongoing	I-Corps program Director	Committee does not exist	Committee created

ACTION IMPLEMENTATION PLAN

**Strategy 1.3: Create professional and leadership development opportunities for faculty, staff, alumni, students, and administrators**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.3.1:</b> Identify, develop, and implement professional development plans to enhance leadership, creativity, and innovation for the staff in each department or unit	FY18	7/1/17	Ongoing	Human Resource Services	ALDP program	HREDI creates inventory of existing opportunities across campus, participation levels, and number of potential participants turned away; HREDI surveys participants regarding satisfaction with the programs; HREDI surveys supervisors to measure their satisfaction/perception of improvement in the employee's performance
<b>1.3.2:</b> Develop and integrate professional development and leadership opportunities for students consistent with the Professional Development Plan	FY18	7/1/17	Ongoing	Vice Chancellor for Student Affairs, Vice Provost for Academic Support, Vice Provost and Deans	OURE	Number of professional development opportunities available; number of students with official leadership roles
<b>1.3.3:</b> Develop and support a Communications Skills Center to assist all students with presentation and oral communication skills	FY18	7/1/17	2 years	Vice Provost for Academic Support, Vice Provost for Graduate Studies, Vice Chancellor for Finance and Operations	Center does not exist	Creation of center; track student use and satisfaction; track faculty satisfaction

ACTION IMPLEMENTATION PLAN

**Strategy 1.3: Create professional and leadership development opportunities for faculty, staff, alumni, students, and administrators**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.3.4:</b> Promote a multi-dimensional model of wellness that incorporates whole-person concept and encourages lifelong health	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	No model currently exists	Identification of existing resources; participation in existing resources; track the number of participants: in Joe's Peers, in Residential Life, who use the Stress Relief Room, who go to Relaxation day at Havener; number of health services users
<b>1.3.5:</b> Increase the percentage of on-campus graduate students who participate in one or more professional development activities	FY15	7/1/14	6 years	Vice Provost for Graduate Studies	AY13/14: 5% on-campus participation rate	Increase on-campus graduate student participation rate to 30%
<b>1.3.6:</b> Create an interdisciplinary student leader certificate program	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	No task force or certificate program exists	Develop program; Target year two: develop and pilot program with a targeted group; Target year three: fully implement the program

ACTION IMPLEMENTATION PLAN

**Strategy 1.3: Create professional and leadership development opportunities for faculty, staff, alumni, students, and administrators**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>1.3.7:</b> Develop and implement a teaching development program for graduate students, in addition to the GTA workshop, focused on curriculum design, classroom management, assessment, connecting with students, etc.	FY18	7/1/17	2 years	Vice Provost for Graduate Studies, Vice Provost for Global Learning, Vice Provost and Deans	Program does not currently exist	Participation and student satisfaction
<b>1.3.8:</b> Explore the possibility of university coverage of the 25% tuition for staff to take academic courses, resulting in 100% tuition coverage for staff pursuing educational opportunities on campus	FY18	7/1/17	1 year	Vice Chancellor for Finance and Operations	Current number of staff taking courses at S&T	Number of staff who participate in educational opportunities
<b>1.3.9:</b> Create opportunities for staff to hone their public speaking and presentation skills through available technology and/or professional coaching	FY18	7/1/17	Ongoing	Human Resource Services, Vice Provost for Global Learning	Current level of participation	Number of staff who participated; satisfaction of participants with this resource

ACTION IMPLEMENTATION PLAN

**Strategy 2.1: Employ transformative and focused faculty hiring and retention, including cluster hires in the signature areas, to support best-in-class achievements**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.1.1:</b> Develop and implement a process to transparently allocate all faculty positions to impact strategic plan and progress on unit performance measures	FY14	7/1/13	7 years	Provost, Chancellor, Vice Provost and Deans	No process currently exists	Number of open and new faculty positions allocated to impact strategic plan and progress on unit performance measures; Target year seven: all open positions filled strategically
<b>2.1.2:</b> Develop and implement a process to allocate faculty raises aligned with the strategic plan to address retention and reward high productivity	FY14	7/1/14	6 years	Provost, Chancellor	No process currently exists	GRA allocated faculty raises for retention/productivity
<b>2.1.3:</b> 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	FY14	7/1/13	7 years	Vice Chancellor for University Advancement, Vice Provost for Research	0 hires	Number of national academy stature faculty hired; Target year three: 1; Target year four: 2; Target year five: 1
<b>2.1.4:</b> Hire four faculty to complement each endowed chair hired	FY14	7/1/15	5 years	Provost, Vice Provost and Deans	0 hires	Complementary faculty associated with the endowed chair

## ACTION IMPLEMENTATION PLAN

### Strategy 2.1: Employ transformative and focused faculty hiring and retention, including cluster hires in the signature areas, to support best-in-class achievements

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.1.5:</b> Identify and pursue companies, foundations and individual donors to fund startup packages	FY14	7/1/13	1 year	Vice Chancellor for University Advancement, Department Chairs, Vice Provost and Deans	No report currently exists	Report on potential funding for startup packages
<b>2.1.6:</b> 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	FY14	7/1/14	6 years	Vice Chancellor for University Advancement, Department Chairs, Vice Provost and Deans	0 endowed chairs for signature areas	Number of national academy stature faculty hired; Target year four: 1; Target year seven: 2
<b>2.1.7:</b> Hire four faculty to complement each endowed chair	FY14	7/1/16	4 years	Provost, Vice Provost and Deans	0 endowed chairs for signature areas	Complementary faculty associated with the endowed chair
<b>2.1.8:</b> Continue efforts to recruit high-quality faculty to join the Missouri S&T community	FY18	7/1/17	Ongoing	Provost, Vice Provost and Deans	2012 baseline	Number of faculty
<b>2.1.9:</b> Establish funds and develop a program to create a culture that is supportive of our faculty and proactively addresses retention	FY18	7/1/17	Ongoing	Provost, Vice Provost and Deans	2016 retention funds	Funds and program development

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.2.1:</b> Perform a capacity study to assess current enrollment, classroom space, course offerings in line with the university's vision and mission	FY18	7/1/17	1 year	Vice Provost and Dean for Enrollment Management	2010 capacity study	Capacity study completed, new enrollment targets established
<b>2.2.2:</b> Increase Missouri S&T's Ph.D. enrollment by 200-400 by 2020	FY14	7/1/13	7 years	Vice Provost for Graduate Studies, Office of International Affairs	517	Number of Ph.D.'s; Target year seven: 200-400
<b>2.2.3:</b> Increase the number of tenured, tenure-track and non-tenure track faculty members by 100 faculty, in conjunction with Lever 2.1 focused areas in Phase 1 hiring	FY14	7/1/13	7 years	Provost, Vice Provost for Research, Department Chairs, Vice Provost and Deans	T/TT- 285 (ranked) NTT- 41	Number of tenured, tenure-track and non-tenure track faculty; Target year seven: increase by 100.
<b>2.2.4:</b> 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	FY14	7/1/13	7 years	Chancellor, Provost, Vice Provost and Deans	0 hires	Number of positions filled in line with strategic plan and progress on unit performance measures; Target year seven: all open positions filled strategically
<b>2.2.5:</b> Increase the number of technical/specialized staff members to support strategic program activities	FY14	7/1/13	7 years	Vice Provost and Deans, Provost	Technical/Para professional- 96; Professional- 187	Number of full-time specialized staff members; Target year seven: number of staff

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.2.6:</b> Missouri S&T will enter into reciprocal agreements with UM campuses, other academic institutions, and external partners to collaborate in delivering courses and degrees that enhance current class offerings	FY14	9/1/14	5 years	Provost, Assistant Vice Provost for Global Learning, Executive Director of Corporate Relations	0 agreements	Agreements between campuses; Target year seven: 3 new agreements
<b>2.2.7:</b> Explore barriers in masters only programs to identify where potential doctoral programs which align with the university's vision and mission may be warranted	FY18	7/1/17	1 year	Vice Provost and Deans, Provost, Department Chairs	0	Number of viable programs
<b>2.2.8:</b> Campus-wide seminar series for all faculty to learn about the research strengths on campus, in signature areas and non-signature areas	FY18	7/1/17	Ongoing	Vice Provost for Research, Vice Chancellor for Finance and Operations, Vice Provost and Deans, Research Center Directors, Department Chairs, Signature Area Leads	0	Number of venues; number of multi-disciplinary proposals submitted

## ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.3.1:</b> Develop and implement performance-based resource allocation models commensurate with degree offerings, including productivity in research, scholarship, and creative works	FY14	7/1/13	2 years	Provost	No resource allocation model currently exists	Inter-department general revenue appropriations distribution models; Target year five: distribution model implemented
<b>2.3.2:</b> Define program specific metrics and identify plan to improve those metrics to increase national ranking of graduate programs	FY14	7/1/14	5 years	Vice Provost for Graduate Studies, Department Chairs, Vice Provost and Deans	Latest values of measures	Select five departments and measures used in graduate rankings; Target year five: improvements in measures equivalent to schools in next tier
<b>2.3.3:</b> Develop the infrastructure to successfully compete for National Science Foundation grants	FY14	7/1/14	5 years	Vice Provost for Research	0 centers	Number of NSF ERC-type centers
<b>2.3.4:</b> Establish new sustainable industry-funded research consortia	FY14	7/1/13	Ongoing	Vice Provost for Research	0 industry funded consortia	Number of new industry-funded research consortia; Target year five: 2
<b>2.3.5:</b> Establish programs and facilities to host visiting world-class faculty	FY14	7/1/14	5 years	Provost, Vice Provost and Deans, Associate Deans for Research	AY13/14: hosted 51 visiting faculty for a lecture	Number of world-class faculty hosted; Target year five: 8

## ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.3.6:</b> Increase participation in research and entrepreneurial opportunities for undergraduate students	FY14	7/1/14	4 years	Vice Provost for Academic Support	AY12/13: 101	Enhance tracking mechanism of summer research internships; enhanced tracking of programs
<b>2.3.7:</b> Balance teaching and research relative to comparator institutions by enforcing workload policy	FY14	7/1/14	3 years	Department Chair Council, Provost, Vice Provost and Deans	Current number of departments implementing workload policy	Number of departments with workload policy in place; Ongoing Target: all academic departments
<b>2.3.8:</b> Develop and implement a new program to set expectations of excellence in research, scholarship, and creative works in early career faculty	FY14	7/1/14	3 years	Department Chairs, Provost, Vice Provost and Deans, CAFÉ	Program does not currently exist	Improvement in annual department defined research, scholarship, and creative activity metrics
<b>2.3.9:</b> Develop and implement a new program to set expectations for excellence in research, scholarship, and creative works in doctoral students	FY14	7/1/14	2 years	Vice Provost for Graduate Studies, Department Chairs, Vice Provost and	Program does not currently exist	Improvement in annual department defined research, scholarship and creative activity metrics
<b>2.3.10:</b> Develop and implement a cost share program which supports students who attend national conferences to present their research results	FY14	7/1/14	3 years	Vice Provost and Deans, Vice Provost for Graduate Studies	Program does not currently exist	Development of program; number of students who present results

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.3.11:</b> Encourage departments to reduce the coursework requirement for Ph.D. students in order to maximize research production	FY18	7/1/17	Ongoing	Department Chairs, Faculty	Current degree requirements	Number of programs revised
<b>2.3.12:</b> Establish funds for a speaker series that would attract high-profile faculty to visit campus, give a lecture, and visit classrooms to interact with students	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations, Vice Chancellor for University Advancement, Vice Provost and Deans	Current level of funding	Amount of funding
<b>2.3.13:</b> Establish funds for scholar-in-residence programs to attract high-profile teachers/researchers to visit campus for one week and interact with the campus community and students	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations, Vice Chancellor for University Advancement	Current level of funding	Amount of funding

ACTION IMPLEMENTATION PLAN

**Strategy 2.4: Implement the communication and marketing plan to raise the visibility of the campus and convey our return on investment**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.4.1:</b> The Marketing Leadership Team, in consultation with the Core Marketing Network, shall identify employees and key volunteers who will be responsible for implementing the plan and shall create a professional development plan to help ensure they are trained to carry out their responsibilities	FY14	1/1/13	5 years	Executive Director of Marketing and Communications	No prior staff identified	Training needs identified and prioritized; professional development budget identified; professional development budget secured (recurring)
<b>2.4.2:</b> Develop an inclusive process to achieve consistency of messaging, appearance, and tone in all communications and marketing materials (print, video, web, etc.)	FY18	7/1/17	1 year	Executive Director of Marketing and Communications	Historical decentralized process	Process developed through consultation and vetting with Core Marketing Network and Marketing Leadership Team
<b>2.4.3:</b> Continue development of Scholars' Mine designed for increasing internal and external communication and globally promoting the intellectual work of the campus	FY15	7/1/14	Ongoing	Library Director	Development of Scholars' Mine	Scholars' Mine enhancements
<b>2.4.4:</b> Execute an integrated visual identity and consistent outreach for Student Affairs to convey return on investment	FY16	7/1/15	Ongoing	Vice Chancellor for Student Affairs, Executive Director of Marketing and Communications	Plan under development	Level of awareness

ACTION IMPLEMENTATION PLAN

**Strategy 2.4: Implement the communication and marketing plan to raise the visibility of the campus and convey our return on investment**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.4.5:</b> Develop a communication plan to increase awareness of campus internationalization efforts and international collaboration activities identified during the ACE Internationalization Lab	FY17	9/1/16	2 years	Campus Internationalization Committee, Executive Director of Marketing and Communications	Communication plan does not currently exist	Communication plan created and implemented
<b>2.4.6:</b> Livestream Great Lakes Valley Conference (GLVC) Sports Network productions to enhance visibility, promote Missouri S&T, and provide experiential learning experiences for students	FY18	7/1/2018	Ongoing	Athletic Director	Current number of events livestreamed	Number of events livestreamed
<b>2.4.7:</b> Share the marketing and communication plan with the campus community	FY18	7/1/2017	Ongoing	Executive Director of Marketing and Communications	Plan created	Campus wide dissemination
<b>2.4.8:</b> Measure awareness of the marketing and communication plan	FY18	7/1/2017	Ongoing	Executive Director of Marketing and Communications	New initiative, setting baseline	Level of awareness by audience

ACTION IMPLEMENTATION PLAN

**Strategy 2.5: Modify our current methods of teaching and research to support current and improved scholarship with continual improvement and enhancement of student learning and increased faculty productivity**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.5.1:</b> Enhance resources and services 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, modules, graphics, video-captioning)	FY14	7/1/14	3 years	Vice Provost and Deans, Vice Provost for Global Learning	Current level of multimedia objects	Number of multimedia objects
<b>2.5.2:</b> Create and implement a stipend program to reward faculty who incorporate Blended Learning techniques into their courses	FY14	7/1/13	Ongoing	Provost, Vice Provost and Deans, Vice Provost for Global Learning	AY13/14: 4 new blended courses	Increase number of blended courses by two per academic year until 2020; Increase number of faculty involved by two per year until 2020
<b>2.5.3:</b> Redesign high-volume courses through integration of new technology and modified teaching methods to enhance student learning	FY14	7/1/13	Ongoing	Vice Provost and Deans, Vice Provost for Global Learning	1 course	Number of courses redesigned; Target year four: increase calculus success by 7%
<b>2.5.4:</b> Enhance and reward faculty participation in the Scholarship of Teaching and Learning (SoTL)	FY18	9/1/17	Ongoing	Vice Provost for Academic Support, Vice Provost and Deans, Vice Chancellor for Finance and Operations	Current levels of participation	Number of SoTL mini grants per year; number of published SoTL papers; number of SoTL conference presentations; number of faculty participants in workshops

ACTION IMPLEMENTATION PLAN

**Strategy 2.6: Address administrative structural changes to facilitate strategy and enhance national visibility**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.6.1:</b> Implement the organizational structure appropriate to the strategic plan	FY14	7/1/13	4 years	Chancellor, Provost	2012 campus structure	Implement the organizational structure changes
<b>2.6.2:</b> Review and evaluate the new campus organizational structure	FY18	7/1/17	4 years	Chancellor, Provost	2017 campus structure	Assessment of administrators at all levels
<b>2.6.3:</b> Evaluate the structure and effectiveness of internal and external communications	FY18	7/1/17	4 years	Executive Director of Marketing and Communications	2016 structure	Articulate the multiple roles marketing and communications should fulfil across campus and externally; utilize forms of integrative communication methods to efficiently relay information both internally and externally
<b>2.6.4:</b> Evaluate the effectiveness of interim positions	FY18	7/1/17	2 years	Chancellor, Provost	2016 structure	Duration of interim positions and time to hire; time limitations for interim positions and time to hire should be explored
<b>2.6.5:</b> Evaluate the structure and effectiveness of cooperative programs	FY18	7/1/17	4 years	Vice Provost for Global Learning	2016 structure	Collaboration of development and sustainment of cooperative programs

ACTION IMPLEMENTATION PLAN

**Strategy 2.7: Promote innovative practices through strategic global initiatives which will foster student development and campus/community engagement and further elevate Missouri S&T's global reputation**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.7.1:</b> Encourage academic departments to include global competencies in their curriculum by integrating global competency and internationalization concepts into their student learning outcomes for both undergraduate and graduate students	FY18	7/1/17	2 years	Vice Provost and Deans, Vice Provost for Graduate Studies, Vice Provost for Academic Support	Initial survey conducted as part of the internationalization self-study in 2015	Number of Student Learning Outcomes (SLO) and Graduate Learning Outcomes (GLO) that included global competencies and internationalization awareness
<b>2.7.2:</b> Investigate funding models which encourage departments to explore and develop international programs, projects, and associated recruitment strategies	FY18	7/1/17	2 years	Office of International Affairs, Vice Chancellor for Finance and Operations, Vice Provost and Deans, Vice Provost for Graduate Studies	No funding model currently exists	Funding model in place
<b>2.7.3:</b> Encourage increased campus and community participation in activities that meet global learning objectives such as Celebration of Nations, Global Showcase, cultural adjustment programs, and school outreach	FY18	7/1/17	2 years	Office of International Affairs, Vice Provost and Deans, Vice Provost for Graduate Studies, Vice Provost for Academic Support	Baseline academic year 2013-14	Number of activities, satisfaction surveys

## ACTION IMPLEMENTATION PLAN

### Strategy 2.7: Promote innovative practices through strategic global initiatives which will foster student development and campus/community engagement and further elevate Missouri S&T's global reputation

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.7.4:</b> Increase student and faculty engagement in Study Abroad	FY18	7/1/17	2 years	Vice Provost for Academic Support, Vice Provost and Deans, Office of International Affairs	Baseline academic year 2013-14	By 2020, double the number of students studying abroad for credit (from 39 to a minimum of 78)
<b>2.7.5:</b> Secure funding to support Study Abroad initiatives such as: scholarships, faculty support, and administrative costs	FY18	7/1/17	3 years	Office of International Affairs, Vice Chancellor for University Advancement	Funding provided in 2015-2016	Amount of funding per year for five years
<b>2.7.6:</b> Identify best practices for processing international documents to increase recruitment yield	FY18	7/1/17	2 years	Office of International Affairs	Measured against peers	Report best practices and recommend improved processing procedures
<b>2.7.7:</b> Leverage international alumni support to aid in recruitment and retention of international students and to develop support networks for students studying abroad	FY18	7/1/17	Ongoing	Office of International Affairs	No formal process exists	Track international alumni (and American alumni living abroad) as recruitment support; track alumni to support study abroad students; develop a network system in major urban areas

## ACTION IMPLEMENTATION PLAN

### Strategy 2.7: Promote innovative practices through strategic global initiatives which will foster student development and campus/community engagement and further elevate Missouri S&T's global reputation

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>2.7.8:</b> Review peer institutions to investigate the development of a "recruitment scholarship" (small prestigious financial incentive) that can be used to attract prospective international students	FY18	7/1/17	1 year	Office of International Affairs, Vice Provost and Dean for Enrollment Management, Vice Chancellor for University Advancement	No model exists	Report on potential mini-scholarship models
<b>2.7.9:</b> Develop Global Initiatives Council to annually identify and promote international collaborative opportunities	FY18	7/1/17	1 year	Office of International Affairs, Vice Provost and Dean for Enrollment Management, Vice Provost for Research	No council exists	Council members identified; opportunities identified
<b>2.7.10:</b> Institute mechanisms to communicate and track international collaboration	FY18	7/1/17	3 years	Office of International Affairs	Current number of collaborations	Number of international collaborations and partnerships
<b>2.7.11:</b> Encourage partnerships and collaborations which enhance Missouri S&T's reputation, visibility, and global ranking	FY18	7/1/17	Ongoing	Chancellor's Committee for Internationalization, Global Initiatives Council, International Affairs, Vice Provost for Research	Number of partnerships in academic year 2013-2014	Number of partnerships

## ACTION IMPLEMENTATION PLAN

**Strategy 3.1: Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports Missouri S&T's Carnegie classification as a national research university**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.1.1:</b> Continue performing comparisons of academic department productivity to peer institutions	FY14	7/1/14	Ongoing	Provost, Department Chairs, Vice Provost and Deans	Department productivity measures	Academic departments complete comparison of productivity measures; Target year five: departmental goals achieved
<b>3.1.2:</b> Identify and take actions to improve the metrics that contribute to increasing the national ranking of all graduate programs	FY14	7/1/14	5 years	Provost, Department Chairs, Vice Provost and Deans, Vice Provost for Graduate Studies	Latest values of measures	Select measures used in graduate rankings and acquire values and departmental specific metrics for improvement; Target year three: select measures used in graduate rankings, acquire values and identify actions for improvement
<b>3.1.3:</b> Evaluate the need for new or elimination of existing degree programs	FY14	10/1/13	Ongoing	Provost, Vice Provost and Deans, Faculty	Current degree programs	Recommendations ongoing
<b>3.1.4:</b> Examine how to share courses so that faculty time is preserved	FY18	7/1/17	1 year	Provost, Vice Provost and Deans, Faculty	List shared courses both on campus and UM system	Implementation of shared course model; continue discussion of new courses
<b>3.1.5:</b> Investigate a module approach to instruction instead of 3-credit courses	FY18	7/1/17	1 year	Provost, Vice Provost and Deans, Faculty	List of modular courses	Number of recommended modular courses

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.2.1:</b> Broadly identify needs of external constituents that could be met by Missouri S&T	FY14	7/1/15	5 years	Executive Director of Corporate Relations	Needs have not been determined	Needs of top 50 strategic partners identified and categorized
<b>3.2.2:</b> Determine mechanisms to develop reciprocal partnerships	FY14	7/1/15	5 years	Executive Director of Corporate Relations	Mechanisms not developed	Number of corporate partners; Implementation of CRM database to track partnerships
<b>3.2.3:</b> Develop a matrix that reflects multiple results and provides an overall indication of the strength of the relationship and helps identify paths to maintain, strengthen, or expand the partnership	FY14	7/1/15	1 year	Executive Director of Corporate Relations	Matrix does not currently exist	Acceptance of tier ranking results by faculty and corporate community
<b>3.2.4:</b> Create a concierge approach to corporate relations including a web presence that supports the mission of the office	FY14	7/1/15	5 years	Executive Director of Corporate Relations	Webpage does not currently exist	Track corporate inquiries from all sources; number of corporate partnerships

ACTION IMPLEMENTATION PLAN

**Strategy 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**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.2.5:</b> Develop a marketing plan to communicate the benefits of the office to key customers	FY14	7/1/15	5 years	Executive Director of Corporate Relations, Vice Provost for Global Learning, Executive Director of Marketing and Communications	Marketing plan does not currently exist	Development of a marketing plan; number of corporate partnerships, corporate students, corporate research, contract revenue, gifts and students hired
<b>3.2.6:</b> Work with Information Technology to create a “customer relations” management database that provides easy access to usable and actionable information	FY14	7/1/15	5 years	Executive Director of Corporate Relations	Database does not currently exist	Number of corporate partnerships
<b>3.2.7:</b> Create a metric that can be used to record corporate relations success in enhancing "customer relations" or industrial donations, funded research, distance learning, non-credit courses, or other partnerships	FY16	7/1/15	5 years	Executive Director of Corporate Relations	No metric currently exists	Evaluate the level of engagement through established metrics
<b>3.2.8:</b> Work with key federal and state government agencies to establish new areas of collaboration and research	FY18	7/1/17	5 years	Executive Director of Corporate Relations, Center for Sustainability Director, Vice Provost for Research	Current government relationships	Number of new government agency partnerships across all departments

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.3.1:</b> Leverage university funds for instructional and research laboratories with matching funding from non-appropriated sources, raised by advancement and administration	FY18	7/1/17	Ongoing	Provost, Vice Chancellor for University Advancement, Vice Chancellor for Finance and Operations	\$500,000	Instructional and research lab match funding acquired and allocated; number of courses and students impacted; number of remote collaborations supported; funds increased by \$100,000 per year for the next 5 years; incremental increases to be evaluated after 5th year
<b>3.3.2:</b> Develop a plan and processes for acquiring research equipment in areas that have high return on investment	FY18	7/1/17	1 year	Vice Chancellor for University Advancement	Existing conditions	Development of plan
<b>3.3.3:</b> Continue evaluating all campus facilities for their readiness for sustainable growth and return on investment	FY18	7/1/17	Ongoing	Physical Facilities, Vice Chancellor for Finance and Operations	Campus Master Plan	Continue facility evaluation; communicate findings with faculty, staff, and students
<b>3.3.4:</b> Develop and disseminate a research infrastructure database to help departments share equipment	FY18	7/1/17	1 year	Vice Provost for Research, Vice Provost and Deans	Current process and structure	Develop database accessible by departments

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.3.5:</b> Assess effectiveness of collaborative learning spaces (e.g., learning commons) that can be used for experiential learning opportunities and undergraduate research	FY18	7/1/17	1 year	Vice Provost for Academic Support, Vice Provost and Deans	0 collaborative learning spaces	Number of collaborative learning spaces and utilization projection
<b>3.3.6:</b> Provide student support facilities to meet student needs	FY18	7/1/17	Ongoing	Vice Chancellor for Student Affairs, Vice Chancellor for Finance and Operations	0 facility enhancements	Create a list of areas in need with a schedule of implementation
<b>3.3.7:</b> Implement the plan to increase Gender Neutral/Family Restrooms in strategic areas of existing buildings and include in all new buildings	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations, Chief Diversity Officer	7	Number of gender neutral and family friendly facilities
<b>3.3.8:</b> Implement the plan to increase lactation rooms in strategic areas	FY18	7/1/17	2 years	Vice Chancellor for Finance and Operations, Physical Facilities	1	Goal of five lactation rooms

## ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.4.1:</b> To increase diversity of faculty and staff, provide incentives to the hiring departments that select qualified underrepresented minorities	FY14	9/1/13	5 years	Chancellor, Provost	Baseline metrics posted on campus dashboard	Underrepresented faculty, female faculty, professional/administrative staff
<b>3.4.2:</b> To increase diversity of students, explore scholarship funding to be more competitive with underrepresented minorities/female/student recruitment	FY14	9/1/13	5 years	Vice Chancellor for University Advancement	Academic Year 13/14 scholarship funding sources-9	Plan developed to expand scholarship and grant funding for female and underrepresented minority students
<b>3.4.3:</b> Set up transfer articulation agreements with two-year institutions with large underrepresented minority populations	FY14	9/1/13	5 years	Vice Provost and Dean for Enrollment Management	0 articulation agreements	Number of articulation agreements
<b>3.4.4:</b> 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	FY14	9/1/13	Ongoing	Human Resource Services	0 trainings	Number of professional development sessions for students; collect recommendations from faculty surveys on classroom topics related to diversity and inclusion
<b>3.4.5:</b> Bring to campus underrepresented faculty as visiting scholars	FY14	9/1/13	5 years	Provost, Vice Provost and Deans	Historical	One per semester

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.4.6:</b> Review, revise, and create policies that support work-life balance	FY14	9/1/13	3 years	Chancellor	Current policies	Policies created/revised
<b>3.4.7:</b> Evaluate and enhance faculty recruitment process and practice	FY14	9/1/13	Ongoing	Department Chair Council, Vice Provost and Deans, Provost	Current recruitment process	Increased number of institutional memberships to higher education interest groups
<b>3.4.8:</b> 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	FY14	9/1/13	2 years	Vice Chancellor for Finance and Operations	0 programs for childhood education	Opportunities and programs identified and evaluated
<b>3.4.9:</b> Develop and deliver regular workshop training sessions for faculty and staff on compliance, Equal Employment Opportunity and recruitment practices	FY15	7/1/14	Ongoing	Human Resource Services	0 workshops	Number of workshops and open sessions
<b>3.4.10:</b> Design, launch, and maintain a Diversity and Inclusion website to promote inclusion and diversity	FY15	7/1/14	Ongoing	Human Resource Services	Website does not currently exist	Website maintained

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.4.11:</b> Enrich campus commitment to diversity and inclusion through recruitment of student-athletes	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	71% male; 29% female; 74% white/non-Hispanic; 26% minority; 28 states; 7 countries	Student-athlete enrollment statistics
<b>3.4.12:</b> Enhance collaborations and opportunities to promote an inclusive campus community and develop cultural competence	FY17	7/1/16	Ongoing	Vice Chancellor for Student Affairs, Provost	Current level of collaborations	Number of regularly scheduled monthly meetings for diversity programs; number of collaboratively planned events; end of semester report to the chief diversity officer
<b>3.4.13:</b> Develop a diversity training workshop for recognized student organizations as part of a leadership training program	FY16	3/1/16	3 years	Vice Chancellor for Student Affairs	Leadership training program does not currently exist	Number of participants
<b>3.4.14:</b> Develop ongoing Diversity Speaker Series to highlight specific issues/topics and to bring exceptional talent and diversity to Missouri S&T	FY16	3/1/16	Ongoing	Vice Provost and Deans, Vice Chancellor for Student Affairs	Diversity Speaker Series does not currently exist	Number of speakers
<b>3.4.15:</b> Explore creating a mini-grant program aimed at providing funding for programs and initiatives that promote diversity and inclusion	FY16	3/1/16	1 year	Vice Chancellor for Finance and Operations	Grant program does not currently exist	Feasibility of mini-grant program

ACTION IMPLEMENTATION PLAN

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

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.4.16:</b> Intensive recruitment in underserved parts of the State with a heavy concentration of first-generation students and underrepresented students	FY18	7/1/17	Ongoing	Vice Provost and Dean for Enrollment Management	Current number of visits	Enrollment from underserved areas
<b>3.4.17:</b> Establish mentoring programs to promote student success (anyone whose success graduation rate is below campus graduation rate)	FY18	7/1/17	5 years	Vice Chancellor for Student Affairs	Current retention rate	Retention rate of impacted students
<b>3.4.18:</b> Explore creating a Diversity Certificate Program for students, faculty, and staff aimed at enhancing campus climate	FY18	12/1/17	1 year	Chief Diversity Officer	Certificate program does not exist	Feasibility of certificate program

ACTION IMPLEMENTATION PLAN

Strategy 3.5: Create and implement a student and alumni lifetime engagement strategy

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.5.1:</b> Create a multifaceted engagement program that brings students through graduation and to the Academy levels	FY14	7/1/13	Ongoing	Vice Chancellor for University Advancement, Vice Chancellor for Student Affairs, Department Chairs	Current levels of student and alumni involvement	Student and alumni levels of engagement; donor and alumni participation in alumni activities; alumni giving; Target year three: observable increases in levels of volunteerism across campus by students and alumni
<b>3.5.2:</b> Improve tracking measures of employment data and related feedback to enhance lifelong career development	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	82% with post graduation plans	Track and disseminate employment data (including international alumni)
<b>3.5.3:</b> Promote "Miner for Life" strategies with student-athletes and extend this concept to encourage lifetime engagement	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	Current "Miner for Life" strategy for student-athletes	Number of strategies implemented
<b>3.5.4:</b> Strengthen residential living communities to develop lifelong leaders	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	Second-year experience does not currently exist	Residential second-year experience
<b>3.5.5:</b> Explore, identify, and establish alumni engagement metrics and goals for the comprehensive campaign	FY16	4/1/16	3 years	Vice Chancellor for University Advancement	Metrics do not currently exist	Upon completion of metric identification, goals will be developed
<b>3.5.6:</b> Improve tracking measures of international alumni and develop communication strategies to ensure lifetime engagement	FY18	7/1/17	Ongoing	Vice Chancellor for University Advancement, Office of International Affairs	Current number of active alumni	Number of active contacts within alumni database; number of tracked international activities

ACTION IMPLEMENTATION PLAN

**Strategy 3.6: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing environmental stewardship**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.6.1:</b> Create a culture of sustainability on the Missouri S&T campus and within the community	FY14	7/1/13	Ongoing	Center for Sustainability, Strategic Sustainability Planning Committee, Vice Chancellor for Finance and Operations, Vice Provost and Deans, Executive Director of Corporate Relations	AASHE STARS SILVER; 2010 Climate Action Plan; 3 LEED Certified Buildings	Association for the Advancement of Sustainability in Higher Education (AASHE) STARS GOLD; Climate Commitment requirements; number of projects that adhere to Leadership in Energy and Environmental Design (LEED) standards
<b>3.6.2:</b> Create and promote an alternative transportation culture focused around simple transportation methods, including pedestrian, cycling and energy-efficient busing to improve alternative transportation infrastructure over the next five years	FY14	7/1/13	5 years	Center for Sustainability, Strategic Sustainability Planning Committee, Vice Chancellor for Finance and Operations	2012 transportation plan	Alternative transportation plan developed; projects and associated funding identified

ACTION IMPLEMENTATION PLAN

Strategy 3.6: Exercise leadership in sustainability on campus and in the community by modeling sustainability practices in daily operations and practicing environmental stewardship

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.6.3:</b> Identify additional sources of funding to enhance sustainability programs - including operation of the Center for Sustainability	FY16	4/1/16	Ongoing	Center for Sustainability, Strategic Sustainability Planning Committee, Vice Chancellor for Finance and Operations, Vice Chancellor for University Advancement	General revenue funding for Center for Sustainability	Amount of funding established to deliver sustainability programs and support operation of the Center for Sustainability
<b>3.6.4:</b> Conduct a campus-wide waste management analysis that will identify opportunities to increase recycling and reduce landfill waste generated by our campus	FY16	4/1/2016	Ongoing	Center for Sustainability, Vice Chancellor for Student Affairs, Vice Chancellor for Finance and Operations, Strategic Sustainability Planning Committee	Current metrics level	Waste management analysis; metrics identification; amount of required resources

## ACTION IMPLEMENTATION PLAN

### Strategy 3.7: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.7.1:</b> Develop and publish campaign collateral materials for leadership, major gifts, and participatory gifts	FY15	7/1/14	7 years	Vice Chancellor for University Advancement	Campaign collateral does not currently exist	Materials developed
<b>3.7.2:</b> Continue solicitation of leadership, major and participatory gifts	FY15	7/1/14	Ongoing	Vice Chancellor for University Advancement	Leadership gifts - \$0; major gifts - \$0; participatory gifts - \$0	Leadership, major and participatory gifts closed
<b>3.7.3:</b> Explore the feasibility and resources required to create for donors an online repository of personal giving records	FY15	7/1/14	2 years	Vice Chancellor for University Advancement	Online repository of giving does not currently exist	Launch January 2017
<b>3.7.4:</b> Plan and host recognition events for lab upgrade donors	FY15	7/1/14	Ongoing	Vice Chancellor for University Advancement	Prior lab dedication events	Number of events completed
<b>3.7.5:</b> Ensure major prospects are visited face-to-face annually	FY15	7/1/14	Ongoing	Vice Chancellor for University Advancement	1,800 prospects	900 visits annually
<b>3.7.6:</b> Continue campaign efforts for the Advanced Construction and Materials Lab and track results	FY16	4/1/16	4 years	Vice Chancellor for University Advancement	Campaign did not exist	Results of campaign

ACTION IMPLEMENTATION PLAN

**Strategy 3.7: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.7.7:</b> Continue campaign efforts for expansion of the Student Design Experiential Learning Center and track results	FY16	4/1/16	4 years	Vice Chancellor for University Advancement	Campaign did not exist	Results of campaign
<b>3.7.8:</b> Take campaign case statement on the road and make it a feature point of discussion	FY16	7/1/15	4 years	Vice Chancellor for University Advancement	Case statement did not exist	Percentage of prospect visitation
<b>3.7.9:</b> Pilot a staff sustainability program and assess effectiveness	FY16	7/1/15	3 years	Vice Chancellor for University Advancement	Staff sustainability program did not exist	Results of staff sustainability program
<b>3.7.10:</b> Develop and implement a comprehensive planned giving program	FY16	7/1/15	4 years	Vice Chancellor for University Advancement	Program did not exist	Results of planned giving program

## ACTION IMPLEMENTATION PLAN

### Strategy 3.8 Develop a comprehensive program to develop the people, processes, and tools to accelerate the application of technical innovation for economic impact

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.8.1:</b> Develop a comprehensive program to develop the people, processes, and tools to accelerate the application of technical innovation	FY18	7/1/17	1 year	Innovation Committee, Provost, Vice Provost and Deans	Comprehensive program does not currently exist	Program development
<b>3.8.2:</b> Fully integrate an I-Corps site program into Missouri S&T culture	FY18	7/1/17	2 years	Provost, Innovation Committee, Vice Provost and Deans, I-Corps Director	30 I-Corps teams per year	Number of teams competing in the program
<b>3.8.3:</b> Pursue joining the KEEN network	FY18	7/1/17	1 year	Vice Provost for Academic Support, Provost, Innovation Committee	Missouri S&T is currently not a KEEN member	KEEN membership
<b>3.8.4:</b> Develop and implement systematic processes for identifying research with promising potential for impact. Matching those projects with potential markets, maturing and adapting them for application in those markets, and working with the appropriate industries and start-up communities to accelerate its impact	FY18	7/1/17	Ongoing	Provost, Innovation Committee, Director of Technology Transfer Economic Development, Vice Provost for Research	Systematic processes do not exist	Number of start-ups; overall impact

## ACTION IMPLEMENTATION PLAN

### Strategy 3.8 Develop a comprehensive program to develop the people, processes, and tools to accelerate the application of technical innovation for economic impact

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.8.5:</b> Develop teaching modules for skill development and integration of technical innovation into core curriculum	FY18	7/1/17	3 years	Provost, Innovation Committee, Vice Provost and Deans	Teaching modules not fully integrated	Module development; curriculum integration
<b>3.8.6:</b> Explore potential funding avenues dedicated to faculty development in the application of technical innovation while providing gap funding for faculty and student ventures	FY18	7/1/17	2 years	Provost, Vice Chancellor for Finance and Operations, Vice Provost and Deans, Innovation Committee, Vice Provost for Research	Funding does not currently exist	Funding avenues; gap funding covered
<b>3.8.7:</b> Actively participate in NSF National Innovation Program	FY18	7/1/17	Ongoing	Provost, Innovation Committee	NSF I-Corps grant	Level of participation
<b>3.8.8:</b> Participate in regional collaborations and related conferences to harvest best practices for implementation at Missouri S&T	FY18	7/1/17	Ongoing	Provost, Vice Provost and Deans, Innovation Committee, I-Corps program Director	Venturewell participation, regional conferences	Level of participation

ACTION IMPLEMENTATION PLAN

**Strategy 3.9: Develop long-term fiscal stability and growth management plan that maximizes return on investment and identifies resources to fulfill strategic objectives**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>3.9.1:</b> Create a task force that continually provides input on budget priorities, concerns, and challenges	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations	No current task force exists	Task force created and frequently meets to address budget matters
<b>3.9.2:</b> Incorporate campus-wide recommendation on budget priorities into the budget process	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations	Current process	Number of recommendations produced
<b>3.9.3:</b> Develop a five-year budget plan	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations	Current fiscal year allocation	Completion of five-year budget plan
<b>3.9.4:</b> Increase transparency in budget process with campus community	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations	Current reports	Number of times and places budget information is shared
<b>3.9.5:</b> Regularly communicate and educate campus community on budget matters	FY18	7/1/17	Ongoing	Vice Chancellor for Finance and Operations	Open forums	Number of constituencies addressed

ACTION IMPLEMENTATION PLAN

Strategy 4.1: Create a comprehensive distance and online education strategy

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.1.1:</b> Create a uniform marketing strategy to raise external visibility of distance and online programs	FY16	7/1/15	5 years	Vice Provost for Global Learning	No prior study completed	Marketing strategy implemented
<b>4.1.2:</b> Increase our focus on the professional, non-credit distance education portfolio to support lifelong learning	FY14	7/1/13	5 years	Executive Director of Corporate Relations, Vice Provost for Global Learning	Current non-credit courses	Size of portfolio, enrollment and revenue
<b>4.1.3:</b> Create an incentive program to encourage departments and faculty to offer more online, blended and distance courses utilizing best practices/quality analysis	FY14	7/1/13	5 years	Vice Provost for Global Learning, Provost	320 distance/online courses; 27 blended	Number of course and program offerings; number of incentive programs
<b>4.1.4:</b> Leverage existing success and resources from Distance Ed program to expand into more online or asynchronous course offering	FY14	7/1/13	5 years	Vice Provost for Global Learning	0 hours per month	Use of Video Communications Center facilities for online and asynchronous course production; Target year five: 10 hours per month
<b>4.1.5:</b> Hire more NTT and adjunct professors to cover online teaching needs	FY16	7/1/15	5 years	Vice Provost for Global Learning, Provost	NTT - 68; Adjunct - 34	Number of NTT and adjunct faculty
<b>4.1.6:</b> Create more distance/online capability in classrooms to improve degree completion options	FY16	7/1/15	Ongoing	Vice Provost for Global Learning	2 completed	Number of classrooms with capability (goal of 10 additional classrooms in 2016); number of course alternatives for student accessibility

ACTION IMPLEMENTATION PLAN

Strategy 4.1: Create a comprehensive distance and online education strategy

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.1.7:</b> Explore strategies to engage online learners in campus life	FY16	7/1/15	Ongoing	Vice Chancellor for Student Affairs	Strategies do not currently exist	Online engagement
<b>4.1.8:</b> Develop and implement a plan to raise internal university awareness of distance, hybrid, online, and non-traditional classes	FY18	7/1/17	4 years	Vice Provost for Global Learning, Vice Provost and Deans	Strategies do not currently exist	Number of initiatives to raise awareness; decreased number of inquires regarding distinction; periodic surveys for tracking university awareness and understanding
<b>4.1.9:</b> Actively engage the CAFÉ (Center for Advancing Faculty Excellence) in promoting teaching excellence in distance/online courses	FY18	4/29/17	4 years	Provost, Vice Provost for Academic Support, Vice Provost for Global Learning	Strategies do not currently exist	Number of courses actively engaged
<b>4.1.10:</b> Expand outreach/partnerships to engage military constituencies for distance/online learning	FY18	7/1/17	4 years	Executive Director of Corporate Relations, Vice Provost for Global Learning	Strategies do not currently exist	Number of military friendly opportunities
<b>4.1.11:</b> Incorporate research projects in distance/online programs through partnerships with business/communities	FY18	7/1/17	4 years	Executive Director of Corporate Relations, Vice Provost for Global Learning, Vice Provost and Deans, Department Chairs	Strategies do not currently exist	Number of distance/online degree programs offering a research component

ACTION IMPLEMENTATION PLAN

Strategy 4.2: Enhance instructional labs and methods of developing lab experiences

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.2.1: Develop model frameworks and strategies for evaluating and redesigning instructional lab courses for blended/online delivery	FY14	7/1/13	3 years	Provost, Vice Provost and Deans, Department Chairs	No model framework currently exists	Develop model framework and strategy; Target year three: model framework and strategy developed and piloted on one instructional lab; Target year five: framework and strategy implemented on five instructional labs
4.2.2: Explore returning science and engineering fees to teaching departments	FY18	7/1/17	Ongoing	Provost, Vice Provost and Deans, Vice Chancellor for Finance and Operations	Percentage of fees currently returned to departments	Percentage of science and engineering supplemental fees returned to colleges
4.2.3: Explore obtaining continuous funding commitment for and extension of HB134, known as Engineering Equipment Bill	FY18	7/1/17	Ongoing	Chancellor	Currently not funded	Funding approved

ACTION IMPLEMENTATION PLAN

Strategy 4.3: Engage in transformative doctoral student recruiting/retention and placement

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.3.1:</b> Develop memoranda of understanding and articulation agreements with reputed national and international schools related to graduate education	FY18	7/1/17	7 years	Vice Provost for Graduate Studies	0 active agreements	Number of active/inactive memoranda of understanding, articulation agreements; Target year 2024: 10 new agreements
<b>4.3.2:</b> Enhance internal and external communication (i.e. web presence, print marketing, etc.) and visibility of graduate services and programs	FY18	7/1/17	2 years	Vice Provost for Graduate Studies, Executive Director of Marketing and Communications	No comprehensive marketing plan currently exists	Heightened awareness of Missouri S&T's leadership and excellence in graduate education, as measured by surveys and focus groups; number of marketing publications
<b>4.3.3:</b> Explore funding incentives to encourage top OURE students to dually-enroll in graduate school during their senior year by providing partial tuition coverage for graduate courses as incentive	FY18	7/1/17		Vice Provost for Graduate Studies, Vice Provost for Academic Support, Vice Chancellor for Finance and Operations	Funding does not currently exist	Funding recommendations
<b>4.3.4:</b> Develop a plan for a Graduate Resource/Graduate Learning Commons to facilitate greater student/faculty/staff interaction	FY18	7/1/17	1 year	Vice Provost for Graduate Studies, Library Director	Graduate Resource Center does not currently exist	Complete study and provide recommendations; Target year five: plan in place and facility available

ACTION IMPLEMENTATION PLAN

Strategy 4.3: Engage in transformative doctoral student recruiting/retention and placement

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.3.5:</b> Provide targeted professional and leadership development opportunities for graduate students	FY16	2/1/16	4 years	Vice Provost for Graduate Studies, Career Opportunities and Employer Relations	Current number of students presenting	Number of students attending workshops/programs/conferences
<b>4.3.6:</b> Provide matching funds to encourage prospective domestic graduate students and international students residing in the U.S. to visit the S&T campus	FY15	7/1/14	3 years	Vice Provost for Graduate Studies	\$0 funds	Number of prospective doctoral student visits
<b>4.3.7:</b> Create a marketing plan to find support for graduate fellowships and scholarships from external sources	FY18	7/1/17	Ongoing	Vice Provost for Graduate Studies, Vice Chancellor for University Advancement, Executive Director of Corporate Relations	No support exists	Plan created
<b>4.3.8:</b> Explore sustainable funding options to enhance recruitment efforts for high quality international graduate students	FY16	7/1/15	1 year	Vice Provost for Graduate Studies	469 international doctoral students	Report exploring sustainable funding options
<b>4.3.9:</b> Implement customized mechanisms to recruit and retain high quality underrepresented and minority (URM) doctoral students at Missouri S&T	FY17	7/1/16	Ongoing	Vice Provost for Graduate Studies	Current mechanisms	Number of underrepresented doctoral students; type and number mechanisms (e.g. hosting GEM constortium, engagement with SWE, NSBE, etc.)

ACTION IMPLEMENTATION PLAN

Strategy 4.3: Engage in transformative doctoral student recruiting/retention and placement

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.3.10:</b> Compile and analyze time-to-degree data	FY16	7/1/15	Ongoing	Vice Provost for Graduate Studies, Institutional Research	Current time-to-degree	Time to degree for doctoral and master's students, by program, college, distance vs. on-campus student, etc. as per Council of Graduate Schools (CGS) definition and norms
<b>4.3.11:</b> Explore funding mechanisms for faculty/student exchange with target "feeder" schools	FY18	7/1/17	2 years	Vice Provost for Graduate Studies	No funding mechanism exists	Funding mechanisms identified
<b>4.3.12:</b> Focus on attracting working professional students to consider doctoral studies at Missouri S&T	FY16	7/1/15	Ongoing	Vice Provost for Global Learning	517 doctoral students	Number of doctoral students
<b>4.3.13:</b> Implement comprehensive graduate student/program data collection mechanisms (student inquiry thru placement)	FY16	7/1/15	Ongoing	Vice Provost for Graduate Studies, Institutional Research	No mechanism exists	Number of mechanisms implemented
<b>4.3.14:</b> Coordinate Graduate Learning Outcomes (GLO) for campus	FY18	7/1/17	Ongoing	Vice Provost for Graduate Studies	Academic departments collecting GLO rubrics	Report demonstrating continuous improvement to HLC
<b>4.3.15:</b> Maintain a high level of student satisfaction with technical editing services, including Thesis/Dissertation Boot Camp and applicable workshops	FY18	7/1/17	Ongoing	Vice Provost for Graduate Studies	Current level of satisfaction	Satisfaction survey results from graduate students utilizing services

ACTION IMPLEMENTATION PLAN

**Strategy 4.3: Engage in transformative doctoral student recruiting/retention and placement**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.3.16:</b> Track and analyze graduate enrollment funnel database	FY18	7/1/17	Ongoing	Institutional Research	Current graduate enrollment data	Annual report and dashboard which analyzes the graduate enrollment funnel yield
<b>4.3.17:</b> Collaborate with Council of Graduate Students (CGS) to sponsor travel grants for students to present at conferences	FY18	7/1/17	Ongoing	Vice Provost for Graduate Studies	Current level of grants	Number of matching awards provided to CGS
<b>4.3.18:</b> Explore creation of an advisory board for Office of Graduate Studies to support and communicate the importance of investing in graduate education	FY18	7/1/17	1 year	Vice Provost for Graduate Studies	Advisory Board does not exist	Advisory board created
<b>4.3.19:</b> Create and maintain a database for graduate student placement information that other departments can access [striving for 75% report rate at graduate level]	FY18	7/1/17	1 year	Vice Chancellor for Student Affairs, Vice Provost for Graduate Studies, Vice Provost and Deans, Department Chairs	Database does not exist	Database developed; report rate of 75%
<b>4.3.20:</b> Review, track, and create dashboard for graduate tuition remittance, Chancellor's Distinguished Fellowship, Chancellor's Fellowship, travel grants, etc.	FY18	7/1/17	Ongoing	Vice Provost for Graduate Studies	Current tracking levels	Dashboard created

ACTION IMPLEMENTATION PLAN

Strategy 4.4: Improve student, faculty, staff and administrator mentoring and advising

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.4.1:</b> Develop and implement a campus structure of staff advisors for undergraduate students	FY15	3/1/15	4 years	Provost, Vice Provost and Deans, Student Success Committee	Current number of advisors	Number of professional staff advisors
<b>4.4.2:</b> Explore the feasibility of a Center for Teaching and Learning/Center for Advancing Faculty Excellence	FY15	3/1/15	1 year	Provost, Vice Provost and Deans, Vice Provost for Global Learning, CAFÉ	No center currently exists	Plan developed by CAFÉ
<b>4.4.3:</b> Implement best practices and promote widespread use by the faculty, students, and advising staff of the Missouri S&T Early Alert and Connect advising tools	FY15	3/1/15	Ongoing	Vice Provost for Academic Support	Current Early Alert practices	Increased usage of advising tools
<b>4.4.4:</b> Explore creation of a "10 Before Tenure" program where untenured faculty can participate in 10 career development programs	FY18	7/1/17	2 years	Provost, Vice Provost and Deans	Program does not currently exist	Programs developed
<b>4.4.5:</b> Enhance the new faculty orientation program	FY15	3/1/15	3 years	Provost, Vice Provost and Deans, Vice Provost for Global Learning	Current new faculty mentoring program	Number of new faculty mentor sessions, retention of new faculty program

ACTION IMPLEMENTATION PLAN

Strategy 4.4: Improve student, faculty, staff and administrator mentoring and advising

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.4.6:</b> Develop guidelines for faculty mentoring focusing on three core areas: teaching, research, and service	FY15	3/1/15	3 years	Provost, Vice Provost and Deans	Current process for faculty mentoring	Guidelines developed; usage of guidelines Year one: research complete; Year two: Develop guidelines for program at Missouri S&T
<b>4.4.7:</b> Explore and create additional programs to assist in professional development, leadership, and mentoring of graduate students	FY15	3/1/15	4 years	Vice Provost for Graduate Studies	Current number of programs	Improvement in Student Satisfaction Survey results
<b>4.4.8:</b> Create and enhance resources for campus graduate staff and coordinators (e.g., Guidebooks, Staff Storm, Graduate Council meetings, etc.)	FY15	3/1/15	Ongoing	Vice Provost for Graduate Studies	Current number of resources	Number of improved resources
<b>4.4.9:</b> Create revised math placement procedures using concordance table	FY18	7/1/17	1 year	Vice Provost and Dean for Enrollment Management	Automatic math placement does not exist	Students are placed in first math course based on concordance table; accuracy of placement is measured
<b>4.4.10:</b> Develop an Advising Council (similar to the councils at Mizzou and Missouri State)	FY18	7/1/17	2 years	Vice Provost and Deans	Advising Council does not exist	Advising Council is in place and active
<b>4.4.11:</b> Establish Center for Advancing Faculty Excellence (CAFÉ)	FY18	7/1/17	2 years	Provost, Vice Provost and Deans, Vice Provost for Global Learning	Center for Advancing Faculty Excellence does not exist	Appoint steering committee to establish a Center for Advancing Faculty Excellence and develop and implement programs for faculty mentoring

ACTION IMPLEMENTATION PLAN

Strategy 4.4: Improve student, faculty, staff and administrator mentoring and advising

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.4.12: Create steering committee to research best practices at other universities for faculty mentoring guidelines	FY18	7/1/17	1 year	Provost, Vice Provost and Deans	Research does not exist	Research completed
4.4.13: Develop guidelines for faculty and staff mentoring program at S&T [compile comprehensive list of all existing programs and opportunities at S&T]	FY18	7/1/17	1 year	Provost, Vice Provost and Deans	Guidelines do not exist	Guidelines developed and list of programs is complete
4.4.14: Create steering committee to research best practices at other universities for staff mentoring guidelines	FY18	7/1/17	1 year	Human Resource Services	Research does not exist	Research complete

ACTION IMPLEMENTATION PLAN

Strategy 4.5: Identify and remove barriers to graduation and reduce time to degree for undergraduate and graduate students

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.5.1: Explore the feasibility of a required first-year success course	FY18	7/1/17	1 year	Vice Provost and Deans, Vice Provost for Academic Support, Provost	First-year success course does not exist currently	Feasibility determination
4.5.2: Identify the feasibility for restructuring freshmen engineering to ensure students do not remain in the program after completing 48-60 credit hours	FY18	7/1/17	1 year	Vice Provost and Deans, Vice Provost for Academic Support	Current freshmen advising process	Feasibility determination
4.5.3: Enhance student mentoring programs	FY15	3/1/15	3 years	Vice Provost and Deans, Vice Provost for Academic Support, Vice Provost and Dean for Enrollment Management, Vice Chancellor for Student Affairs	Number of current mentoring programs	Quality mentoring programs established
4.5.4: Generate and disseminate a time-to-degree template to help analyze baseline demographic data of graduate student cohorts for Ph.D. completion	FY15	3/1/15	3 years	Vice Provost for Graduate Studies, Institutional Research	No template currently exists	Time-to-degree statistics

ACTION IMPLEMENTATION PLAN

**Strategy 4.5: Identify and remove barriers to graduation and reduce time to degree for undergraduate and graduate students**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.5.5:</b> Explore and identify graduate policies and procedures that impact the doctoral plan of study and students' multiple career pathways (e.g., time limits, residency requirements, etc.)	FY18	7/1/17	1 year	Vice Provost for Graduate Studies	Current number of policies and procedures	Analysis of policies and procedures
<b>4.5.6:</b> Implement a pilot program to assist graduate students with theses/dissertation completion	FY15	7/1/16	3 years	Vice Provost for Graduate Studies	Current number of students assisted	Number of students assisted
<b>4.5.7:</b> Explore additional work study opportunities and other student engagement programs	FY15	3/1/15	4 years	Vice Provost and Dean for Enrollment Management	Institutional work study program for AY14/15	Number of engagement programs and work study opportunities
<b>4.5.8:</b> Explore the feasibility of spring, summer, and winter intersession courses	FY15	5/1/15	3 years	Provost, Vice Provost and Deans	Intersession courses do not currently exist	Feasibility determined
<b>4.5.9:</b> Identify measures to enhance course enrollment projections and implement adaptive instruction funding model	FY15	3/1/15	3 years	Vice Provost and Dean for Enrollment Management, Vice Provost and Deans	Registrar's office freshmen course projection report	Outcomes from funding model implementation
<b>4.5.10:</b> Investigate offering courses in innovative modular format	FY15	6/1/15	3 years	Vice Provost and Deans	Modular format does not currently exist	Investigation completed

ACTION IMPLEMENTATION PLAN

**Strategy 4.5: Identify and remove barriers to graduation and reduce time to degree for undergraduate and graduate students**

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
<b>4.5.11:</b> Identify strategies and technologies promoting awareness of Disability Support Services to meet the needs of a diverse student population	FY16	7/1/15	Ongoing	Vice Chancellor for Student Affairs	Current level of student awareness	Student awareness
<b>4.5.12:</b> Provide early intervention strategies that promote self-management and enhance resiliency for a diversified student body	FY15	7/1/14	Ongoing	Vice Chancellor for Student Affairs	40 parents engaged during PRO	Number of parents engaged during PRO
<b>4.5.13:</b> Explore creating a multicultural center on campus with designated spaces for affinity groups	FY16	3/1/16	2 years	Provost, Vice Chancellor for Finance and Operations, Vice Chancellor for Student Affairs	Multicultural center does not exist	Feasibility of a multicultural center
<b>4.5.14:</b> Provide a comprehensive infrastructure of wellness that provides services to support student success and lifelong health	FY18	7/1/17	Ongoing	Vice Chancellor for Student Affairs	Current infrastructure	Number of wellness initiatives