



# FLAGSHIP FORWARD

INSPIRE. DISCOVER. TRANSFORM.

THE UNIVERSITY OF MISSISSIPPI  
**STRATEGIC PLAN**

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OXFORD AND REGIONAL CAMPUSES



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# CONTENTS

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**6** REFLECTION

**8** INSPIRATION

**10** PROCESS

**12** ENDURING COMMITMENTS

**17** FLAGSHIP FORWARD PILLARS

**18** PILLAR | ACADEMIC EXCELLENCE

22 GOAL | ENHANCE THE QUALITY OF ACADEMIC PROGRAMS

23 GOAL | SUPPORT FACULTY EXCELLENCE

24 GOAL | ENHANCE STUDENT SUCCESS AND CRITICAL THINKING

25 GOAL | INCREASE RESEARCH AND CREATIVE ACHIEVEMENT

**28** PILLAR | HEALTHY AND VIBRANT COMMUNITIES

29 GOAL | INCREASE DIVERSITY AND EXCELLENCE

30 GOAL | EDUCATE AND ENGAGE GLOBAL CITIZENS

31 GOAL | INCREASE ENTREPRENEURSHIP AND EXTERNAL CONNECTIONS

32 GOAL | FOSTER AN INTELLECTUAL AND ENGAGED ENVIRONMENT

**36** PILLAR | PEOPLE, PLACES, AND RESOURCES

37 GOAL | ENHANCE FACULTY AND STAFF MERIT AND SATISFACTION

38 GOAL | PLAN FOR ENROLLMENT GROWTH, ENHANCE THE CAMPUS,  
AND FOSTER A HEALTHY STUDENT ENVIRONMENT

39 GOAL | IMPROVE ACCESS TO DIGITAL-IMMERSIVE EXPERIENCES

40 GOAL | ENHANCE VISIBILITY AND APPRECIATION OF THE ARTS

**44** PILLAR | ATHLETICS EXCELLENCE

45 GOAL | SUPPORT ACADEMIC SUCCESS OF STUDENT-ATHLETES

46 GOAL | MAINTAIN A CULTURE OF COMPLIANCE

46 GOAL | BUILD INCLUSIVENESS AND COMMUNITY INVOLVEMENT

47 GOAL | COMPETE AND INSPIRE SUCCESS

**49** THE UNIVERSITY OF MISSISSIPPI: OUR FUTURE

**50** STRATEGIC PLANNING COUNCIL





KNOWLEDGE







A photograph of a green metal gazebo on a grassy campus. The gazebo has a dark green metal frame and a slanted roof. It is surrounded by lush green trees and a clear blue sky. The lighting suggests a bright, sunny day.

## OVERVIEW

The University of Mississippi (UM) has embarked upon a bold path of ever-increasing excellence in making a positive difference in society through higher education. Every day, across all our campuses, we see the power of higher education at work — in inspiring excellence, discovering new knowledge, advancing health and wellness, and making our world a better place. The power of higher education can truly transform lives, communities, and the world. *FLAGSHIP FORWARD* is our road map to doing so.

This strategic plan focuses upon the main campus in Oxford and its regional campuses in Tupelo, Southaven, Grenada, and Booneville, which we collectively refer to as UM Oxford. *FLAGSHIP FORWARD* also leverages some university-wide *transformative initiatives* for UM as a whole, which includes the University of Mississippi Medical Center (UMMC) in Jackson and other venues in Mississippi.



# REFLECTION

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The University of Mississippi, affectionately known as Ole Miss, was the first public university in the state, and including its academic medical center, UMMC, it constitutes the state's largest and most research-intensive university.

The university's path to becoming the flagship university it is today has been marked by two decades of accelerated growth and prosperity. Over the past few years, the university has instituted dynamic new academic programs and greatly expanded its campuses with the completion of multiple major construction projects. The 2018 *U.S. News & World Report* annual rankings of Best (Undergraduate) Colleges and Universities ranked the University of Mississippi No. 73 in the Top Public National Universities category. The rankings reflect 15 indicators of academic excellence, including faculty resources, financial resources, and undergraduate academic reputation. We have award-winning and renowned programs in accounting, business, creative writing, pharmacy, and law, and are home to the esteemed Sally McDonnell Barksdale Honors College. In 2016, indicating a major milestone, the university was elevated to the Carnegie R1 Highest Research Activity classification — placing it in the top 2.5 percent of colleges and universities nationwide.

Student enrollment at UM Oxford has increased over 40 percent over the past seven years — illustrating the growing reputation and national draw of the university. We were the 10th-fastest growing university among public doctoral institutions over the period of 2005–2015. While more than half of the students enrolled are Mississippi residents, the student population represents every state in the nation and over 80 countries.





A hallmark of the University of Mississippi is student success. The four-year graduation rate is at an all-time high and increased over 5 points between the new freshman cohorts of 2011 and 2012, reflecting the university's dedication to creating programs aimed at supporting all freshmen in the transition to college life, and particularly nontraditional students and those from underrepresented minority groups. Additionally, improved graduation rates reflect the university's commitment to purposeful investment in programs that help students reduce or eliminate the financial burden of debt. Retention rates exceed our peer institutions, degrees conferred continue to increase, satisfaction ratings by recent graduates continue to soar, and the value of a UM degree continues to be recognized by employers in all sectors. More impressively, the University of Mississippi has grown in size and academic stature while staying true to its core responsibility of providing all qualifying Mississippi residents with an unparalleled collegiate experience and a pathway to a brighter future.

These institutional successes are wholly due to the collective efforts of nearly 3,000 dedicated and capable faculty and staff at UM Oxford and 10,000 more at UMMC. Key to their success is the environment in which they work and live as well as the resources and infrastructure available to them to fulfill the purpose of the university. The University of Mississippi is the largest employer in the city of Oxford and in Lafayette County, Mississippi. For nine consecutive years, the University of Mississippi has been listed among the *Chronicle of Higher Education's* "Great Colleges to Work For," making the coveted Honor Roll each of the last two years. The university enjoys broad public and private support to carry out its mission. Alumni and friends have given generously to provide the margin of excellence needed to achieve our current standing as a flagship university. For each of the past six years, private giving has exceeded \$100 million — and in 2016, the university received unprecedented private donations totaling over \$190 million.



## INSPIRATION

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In November 2016, on the occasion of his investiture as the 17th chancellor of the University of Mississippi, Chancellor Jeffrey S. Vitter charged the audience to envision and embrace Ole Miss’ “destiny as a flagship university . . . to desire more, to give more, to be more, and to leave more behind.” Chancellor Vitter used the occasion of his investiture to announce a number of ambitious goals, including the university’s intent to lead the way in addressing important research challenges in the state and world by capitalizing on multidisciplinary synergies. His remarks stressed the university’s renewed commitment to revolutionize its community engagement through M Partner, a program of formal partnerships with communities throughout Mississippi designed around core community needs and goals. Embracing the university’s strong legacy in the arts, Chancellor Vitter described a forthcoming cultural gateway to enhance and draw together arts and cultural programs.

In closing, Chancellor Vitter exalted the unifying importance of the University Creed, the importance of its people as the singularly most important driver of every flagship goal, and the unlimited potential of the university to make lives better. His clarion call to the university — that “the next chapter in the life of this magnificent university sits squarely in all of our hands” — exhorted one and all to “imagine what we can do and how far we can go.”





# PROCESS

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During his first month at Ole Miss in late January 2016, Chancellor Jeffrey S. Vitter launched a 100-day listening tour called the Flagship Forum, during which he met with over 200 groups of faculty, staff, students, and alumni. These interactions took place on the campuses of the university, across the state of Mississippi, and nationwide. Input from the Flagship Forum sessions reflected a widespread positive regard for the University of Mississippi, its standing, and its direction. A central tenet of Chancellor Vitter's leadership philosophy was reinforced during the sessions: The University of Mississippi, like all great institutions, is distinguished by a continual will and drive to become ever greater.



The Flagship Forum afforded the university community with opportunities to delve into some key questions essential to the university's future:

- ▶ What does it mean to go from great to greater?
- ▶ How do we at the University of Mississippi change to reach that next level of excellence? And just as importantly,
- ▶ As we make changes on our road from great to greater, what aspects of the university's identity are so important and defining that they must never change?

While any large, successful, comprehensive university engages in many activities that it must perform well, we recognize at this point in time that some key areas call for special focus to move us to the next level of excellence. Four such focal themes emerged during the Flagship Forum, and they developed into the four foundational "pillars" guiding our strategic planning effort. The first two pillars — **Academic Excellence** and **Healthy and Vibrant Communities** — focus upon the key aspects of our mission, our very reason



for being, as Mississippi's flagship university. The final two pillars — **People, Places, and Resources** and **Athletics Excellence** — are key enablers that help us accomplish our mission and will continue to propel us forward.

On Aug. 29, 2016, the university held its first-ever university-wide Town Hall meeting, where several hundred faculty, staff, students, and alumni gathered to hear Chancellor Vitter highlight the state of the university, followed by an interactive session for participants to provide suggestions, comments, and ideas related to the four themes noted above. Over 550 suggestions were compiled and summarized to identify opportunities and challenges. The emerging ideas spanned a broad range of topics — from academic programs to campus climate to infrastructure to community engagement — and much more. The Town Hall is now envisioned as an annual event essential to the university's progress, producing ideas that will continue to inform the university's culture and decision making.

Applying input from the Flagship Forum and Town Hall meeting, as well as from university-wide leadership, the Strategic Planning Council — consisting of faculty, staff, students, and administrators and chaired by Provost and Executive Vice Chancellor Noel Wilkin — began to analyze the university's strengths and envision ways to propel it from great to greater. The council reviewed UM Oxford's previous strategic plan, *UM 2020*, gathered additional data (including an extensive survey of students, faculty, staff, alumni, and other community stakeholders), and identified initiatives and goals for each of the four pillars to move the university toward its vision of international preeminence.



This strategic plan, *FLAGSHIP FORWARD*, is built around these four pillars of excellence with multiple goals specific to UM Oxford. Each pillar also supports a **transformative initiative**, the first three of which are university-wide — engaging all campuses and all constituents. **Metrics** allow us to measure progress and evaluate objective outcomes essential to attaining our goals. Together, these initiatives, goals, and metrics are key to sustaining our current momentum and achieving our imagined future of international preeminence as a leader in inspiring minds, discovering knowledge, and transforming lives.

# ENDURING COMMITMENTS: VISION, MISSION, AND CREED

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## OUR VISION

The University of Mississippi aspires to be a preeminent public international research university and a leading force for innovation and opportunity in Mississippi, the United States, and the world.

## OUR MISSION

As Mississippi's first comprehensive, public university and academic medical center, the University of Mississippi transforms lives, communities, and the world by providing opportunities for the people of Mississippi and beyond through excellence in learning, discovery, health care, and engagement.

## UM OXFORD MISSION

The mission of the University of Mississippi is to create, evaluate, share, and apply knowledge in a free, open, and inclusive environment of intellectual inquiry. Building upon a distinguished foundation in the liberal arts, the state's first comprehensive university serves the people of Mississippi and the world through a breadth of academic, research, professional, and service programs. The University of Mississippi provides an academic experience that emphasizes critical thinking; promotes research and creative achievement to advance society; uses its expertise to engage and transform communities; challenges and inspires a diverse community of undergraduate, graduate, and professional students; offers enriching opportunities outside the classroom; supports lifelong learning; and develops a sense of global responsibility.

## UMMC MISSION

The mission of the University of Mississippi Medical Center is to improve the health and well-being of patients and the community through excellent training for health care professionals, engagement in innovative research, and the delivery of state-of-the-art health care.



## STATEMENT OF INSTITUTIONAL PHILOSOPHY

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In pursuing its mission, the University of Mississippi community

- Reaffirms its identity and purpose as fundamentally academic,
- Nurtures excellence in teaching, learning, creativity, and research,
- Provides the best, accessible undergraduate education in the state of Mississippi,
- Offers high quality undergraduate, graduate, and professional programs, and
- Devotes its knowledge and abilities to serve the state and the world.

## THE UNIVERSITY OF MISSISSIPPI VALUES STATED IN THE CREED

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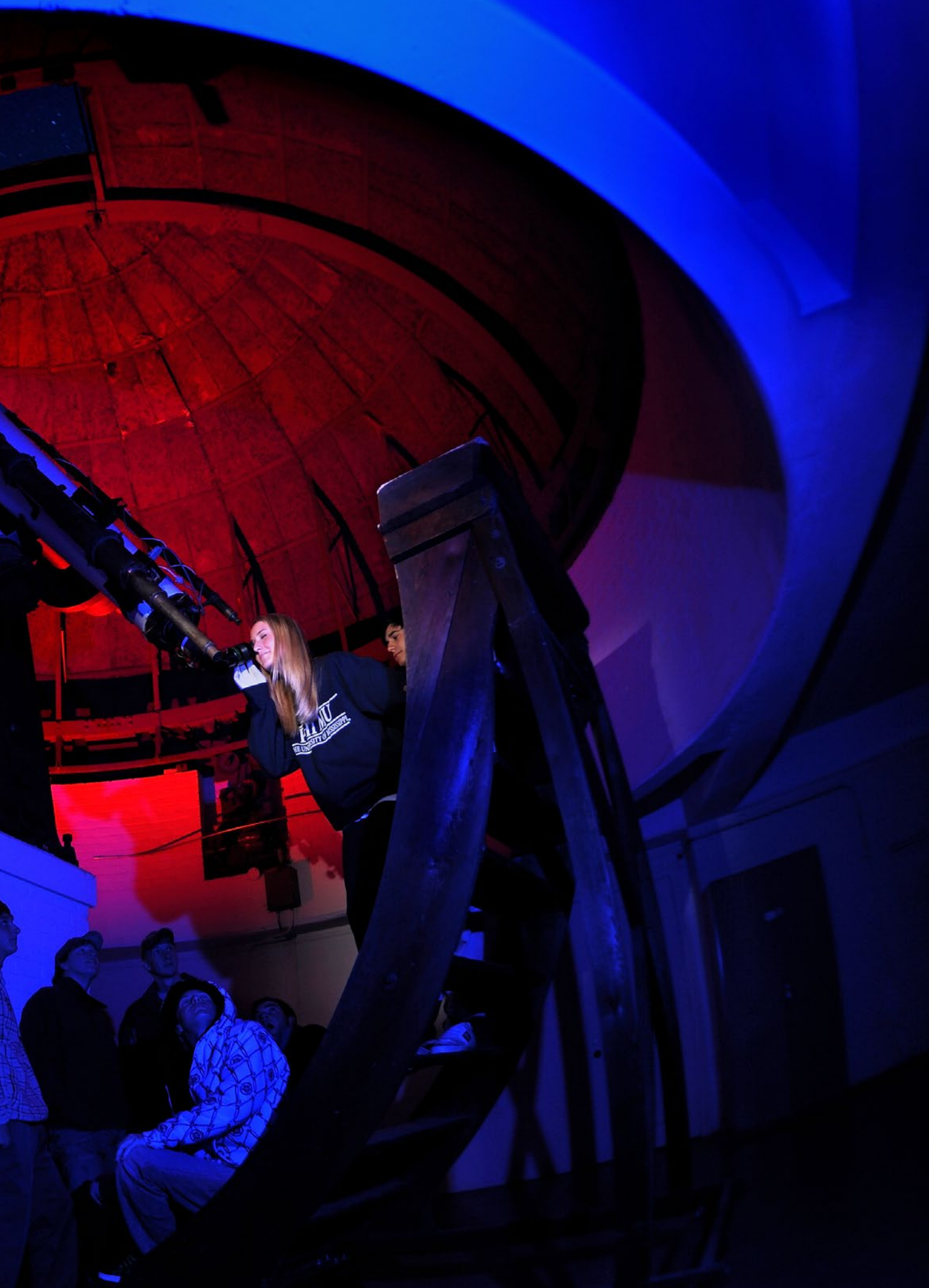
The University of Mississippi is a community of learning dedicated to nurturing excellence in intellectual inquiry and personal character in an open and diverse environment. As a voluntary member of this community:

- I believe in respect for the dignity of each person.
- I believe in fairness and civility.
- I believe in personal and professional integrity.
- I believe in academic honesty.
- I believe in academic freedom.
- I believe in good stewardship of our resources.
- I pledge to uphold these values and encourage others to follow my example.



**SEE  
FARTHER**









# FLAGSHIP FORWARD

INSPIRE. DISCOVER. TRANSFORM.

## ACADEMIC EXCELLENCE

Enhance the Quality of Academic Programs

Support Faculty Excellence

Enhance Student Success

Increase Research and Creative Achievement

Flagship Constellations

## HEALTHY AND VIBRANT COMMUNITIES

Increase Diversity and Excellence

Educate and Engage Global Citizens

Increase Entrepreneurship and External Connections

Foster an Intellectual and Engaged Environment

M Partner

## PEOPLE, PLACES, AND RESOURCES

Enhance Faculty and Staff Merit and Satisfaction

Plan for Enrollment Growth, Enhance the Campus, and Foster a Healthy Student Environment

Improve Access to Digital-Immersive Experiences

Enhance Visibility and Appreciation of the Arts

Comprehensive Capital Campaign

## ATHLETICS EXCELLENCE

Support Academic Success of Student-Athletes

Maintain a Culture of Compliance

Build Inclusiveness and Community Involvement

Compete and Inspire Success

Athletics Endowment

TRANSFORMATIVE INITIATIVES

THE UNIVERSITY OF MISSISSIPPI

FlagshipForward.OleMiss.edu

# PILLAR

## ACADEMIC EXCELLENCE

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The fundamental purpose and enduring commitment of the University of Mississippi is the pursuit of academic excellence. Academic excellence is furthered through high-quality academic programs, innovative research, and creative accomplishments to address societal challenges and opportunities. This excellence results from the hard work of outstanding faculty, staff, and students. The University of Mississippi strives to advance the academic endeavors of inspirational education (through effective teaching and learning), cutting-edge discovery (through effective research and creative achievement), and transformation of lives (by creating opportunities and collaborative engagement with communities).

Along with partners at the University of Mississippi Medical Center, the Strategic Planning Council identified a Transformative Initiative to build multidisciplinary research strength to tackle key grand challenges. It also identified several campus-specific goals to build upon UM Oxford's existing academic strengths, advance our academic offerings, broaden our diversity, and improve performance and retention.





## **TRANSFORMATIVE INITIATIVE:** FLAGSHIP CONSTELLATIONS

Across all facets and campuses of the University of Mississippi, we will develop and implement **Flagship Constellations** that bring together innovative, multidisciplinary clusters of diverse faculty, staff, students, alumni, and external partners to accelerate and inspire solutions to society's grand challenges. The inaugural Flagship Constellations involve four sections of discovery that will ignite and fuse university expertise across the disciplines:

### COMMUNITY WELL-BEING

Rural communities face increasing challenges to their economies, personal health, environmental health, food security, housing, and infrastructure. Our cross-disciplinary research teams and programs will work within communities to identify the factors impairing their well-being and deploy new programs and practices to build stronger, more vibrant communities.



### DISASTER RESILIENCE

Reducing the impact of disasters on our communities requires a multifaceted methodology: prevention, preparedness, response, and recovery. This constellation marries insight and research from environmental and legal disciplines with material sciences, information technology, and public health. Together, we will develop technologies, tools, and policies to mitigate disasters and increase the resilience, security, and sustainability of communities.





## BRAIN WELLNESS

The human brain is both mysterious and wonderfully complex. It is also the core of many health issues. We are bringing together an academically diverse team to realize a fuller understanding behind brain function as a result of injury, addiction, and disease. Our engagement in population-based research, clinical care, and education will assist with the development of technologies and evidence-based practices that bolster prevention and recovery from brain impairment.



## BIG DATA

We have access to more data more quickly from more sources than ever before. But how might we harness the power of data to inform smarter decisions and discover new solutions and cures? The Big Data team is pursuing how to gather, organize, store, secure, analyze, and visualize data so as to extract key knowledge. From algorithm development to virtual reality, we are creating new avenues to exploit big data for applications in medicine, population health, engineering, security, business, policy, the humanities, and education.



### **METRICS:**

- Number of faculty and staff involved in Flagship Constellations
- Recruitment and retention of faculty affiliated with the Flagship Constellations
- External support for research and creative achievement
- Increased cross-disciplinary collaboration

## **GOAL:** ENHANCE THE QUALITY OF ACADEMIC PROGRAMS

Integrate meaningful, experiential learning opportunities into undergraduate, professional, and graduate academic programs to attract talented, diverse students and to prepare them for careers as lifelong learners and engaged citizens.

**ACTION:** Encourage the development of experiential learning in all undergraduate academic programs.

**ACTION:** Foster excellence in graduate and professional education.

### **METRICS:**

- Number of faculty and students and number of academic programs participating in experiential learning
- Number of graduate degrees awarded (master's and doctoral enrollment and graduation)







## **GOAL:** SUPPORT FACULTY EXCELLENCE

Provide opportunities to foster innovations in teaching, research and scholarship, engagement, and administrative leadership.

**ACTION:** Create programs to support teaching innovation, especially around use of technology and novel active learning pedagogies to improve learning outcomes.

**ACTION:** Create programs to support innovative research capabilities and engagement.

**ACTION:** Develop the leadership skills of newly appointed administrators or faculty interested in administrative opportunities.

### **METRICS:**

- Number of faculty and programs engaged in active learning
- Retention of faculty
- Promotion rate of faculty



## **GOAL:** ENHANCE STUDENT SUCCESS AND CRITICAL THINKING

Provide opportunities for students to engage in experiences and services designed to enhance student success through critical thinking.

**ACTION:** Develop and implement a Quality Enhancement Plan (QEP) to foster critical thinking across the curriculum.

**ACTION:** Develop and implement educational practices that contribute to student success.

### **METRICS:**

- Accomplish the goals of the QEP
- Improve persistence (sophomore and junior retention)
- Freshman retention rates and four- and six-year graduation rates
- Degrees conferred by level



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# GOAL:

## INCREASE RESEARCH AND CREATIVE ACHIEVEMENT

Enhance productivity in research and scholarship by supporting innovative and creative endeavors.

**ACTION:** Develop mechanisms to support research and creative achievement, especially through collaboration and synergistic activities.

### METRICS:

- Research and sponsored program support (externally sponsored funds for research)
- Total fiscal year research expenditures
- Faculty productivity (publications, performances, exhibitions, program rankings)
- Number of licenses, patents, material transfer agreements, corporate partnerships
- Nationally recognized awards to faculty for research and scholarship











**TRANSFORM  
LIVES**



# PILLAR

## HEALTHY AND VIBRANT COMMUNITIES

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A fundamental responsibility of the university is to build healthy and vibrant communities on our campuses, in Mississippi, and beyond. Diversity and excellence go hand in hand and are mutually supportive goals for building a vibrant university community. Through community-engaged scholarship and collaboration, the University of Mississippi touches lives and communities from the campuses to communities across the state and around the world. Vibrant and healthy communities generate leadership opportunities; embrace diversity; connect people and resources; promote wellness, safety, and health; enhance economic well-being; and foster a caring environment that enables academic excellence to thrive. Our faculty, staff, and students can make a positive difference in the lives of people and communities both within and beyond the university.



### TRANSFORMATIVE INITIATIVE:

#### M PARTNER

We will develop and implement a program we call **M Partner** as a powerful and innovative partnership to build healthy and vibrant communities. M Partner will be a community partnership program that aligns university-wide creativity and talent with

community opportunities and challenges. Drawing upon engagement, educational, research, and outreach efforts across the entire spectrum of the university, the M Partner initiative will incorporate the full breadth of University of Mississippi talents, including health and medicine, science and engineering, business and entrepreneurship, education, arts and culture, the humanities, law and public policy, journalism and new media, and public planning.

M Partner will demonstrate how an institution of higher learning can apply its expertise collaboratively to have a measurable impact upon a community, and how a community can better inform university scholarship and curriculum.

#### METRICS:

- Increase in community-engaged scholarship
- Participation in service learning

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## GOAL: INCREASE DIVERSITY AND EXCELLENCE

Promote a welcoming and diverse campus environment by recruiting and sustaining excellence among students, faculty, and staff.

**ACTION:** Promote competitive recruitment and retention of a diverse community of excellent faculty and staff by effective hiring practices that focus upon the key traits for success.

**ACTION:** Provide bridge and immersive student experiences to help talented students transition to a university environment.

### METRICS:

- Diversity of faculty, staff, and student populations
- Freshman retention rates and four- and six-year graduation rates of students from underrepresented groups





## GOAL: EDUCATE AND ENGAGE GLOBAL CITIZENS

Foster student awareness of international perspectives and interaction with people from around the world, both on our campus and abroad, in recognition of the value of global citizenship and understanding.

**ACTION:** Enhance study abroad programs and opportunities for students.

**ACTION:** Increase international undergraduate student enrollment.

**ACTION:** Expand faculty engagement abroad.

### METRICS:

- Number of students participating in study abroad
- International student enrollment
- Number of faculty with international collaborations and teaching experiences





## **GOAL:** INCREASE ENTREPRENEURSHIP AND EXTERNAL CONNECTIONS

Entrepreneurship is a valuable mechanism for translating new ideas and visions into practical advancements that make the world a better place. By engaging in meaningful public and private partnerships, as well as other connections with external communities, the university increases the positive impact of its creative output, and, in turn, such efforts can yield resources to support further activity.

**ACTION:** Create a strategy or an organizational unit to support connections to businesses and other external entities that will support research programs, academic programs, and creative initiatives.

### **METRICS:**

- Number of corporate agreements and private partnerships for research programs and creative initiatives
- Number of academic programs with corporate engagement
- Level of support from private partnerships

## **GOAL:** FOSTER AN INTELLECTUAL AND ENGAGED ENVIRONMENT

Create a compelling environment of creativity, considering innovations in campus space and increased visibility of scholarly and creative achievements, that fosters intellectual engagement among the community of faculty, staff, students, and external partners. Our overall goal is to encourage all to think critically, explore and discuss ideas, collaborate on research and creative works, and engage with external partners.

**ACTION:** Develop programs that build “bright pathways” for students to engage in intellectual pursuits with faculty, staff, and students.

**ACTION:** Develop programs and opportunities to foster intellectual engagement among faculty, staff, students, and external partners.

### **METRICS:**

- Number of faculty and students and number of academic programs participating in undergraduate research, engaged scholarship, service, conferences and symposia, and international experiences







A photograph showing a person in a blue shirt holding a plant specimen with roots and leaves inside a wooden frame with a wire mesh screen. The scene is outdoors, with trees and a blue sky visible in the background. The text "DIG DEEPER" is overlaid in white, bold, sans-serif font across the middle of the image.

**DIG DEEPER**







# PILLAR

## PEOPLE, PLACES, AND RESOURCES

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Our focus upon academic excellence and building healthy and vibrant communities is nurtured and furthered by a key enabler vitally important for the overall success of the institution — our people, places, and resources.

Our university, like all institutions, is only as strong as our people. Our faculty, staff, students, and alumni represent an exceptional group of people with a rich diversity of talents and backgrounds. The physical presence of the campus is renowned as the country's most beautiful and inviting. Together, our people and our places form a welcome and inclusive environment that makes the University of Mississippi a great place to work and study. Ensuring we continue to have talented, diverse employees and students requires an enhanced physical and technological infrastructure, a robust intellectual community, a positive work environment, and funding sources to accomplish our mission.

### **TRANSFORMATIVE INITIATIVE:** COMPREHENSIVE CAPITAL CAMPAIGN



We will launch a comprehensive, university-wide capital campaign in line with academic program needs and strategic priorities and, in so doing, raise our endowment to \$1 billion. Through the philanthropic investments of our donors



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and friends, we will enhance world-class academic programs, build the physical and technological infrastructure necessary for new ways of teaching and engaging students, discover knowledge through faculty research and scholarship, recruit academic stars and retain top faculty and staff members, and improve the health and well-being of Mississippians and people across the world.

**METRICS:**

- Comprehensive campaign goal and yearly giving totals
- Endowment growth
- Number of endowed professorships
- Support for renovating and building for the future (e.g., STEM building, Children's Hospital expansion, increased academic space)
- Campaign volunteer leadership positions filled
- Alumni giving participation rate

**GOAL:**  
ENHANCE FACULTY AND STAFF  
MERIT AND SATISFACTION

Advance opportunities, incentives, and resources to foster a positive work-life environment and professional advancement.

**ACTION:** Develop career-life connection programs to support the recruitment and retention of faculty and staff.

**ACTION:** Expand professional development opportunities for faculty and staff.

**ACTION:** Develop excellence in human resources that promotes effective management and positive morale across a vibrant, diverse community.

**METRICS:**

- Diversity of faculty and staff
- Level of employee affinity and satisfaction
- Level of compensation

## GOAL:

# PLAN FOR ENROLLMENT GROWTH, ENHANCE THE CAMPUS, AND FOSTER A HEALTHY STUDENT ENVIRONMENT

Accommodate increases in student enrollment, and nurture a sustainable, healthy, secure campus environment with infrastructure that will support evolving academic and research missions.

**ACTION:** Support a culture of physical and mental wellness.

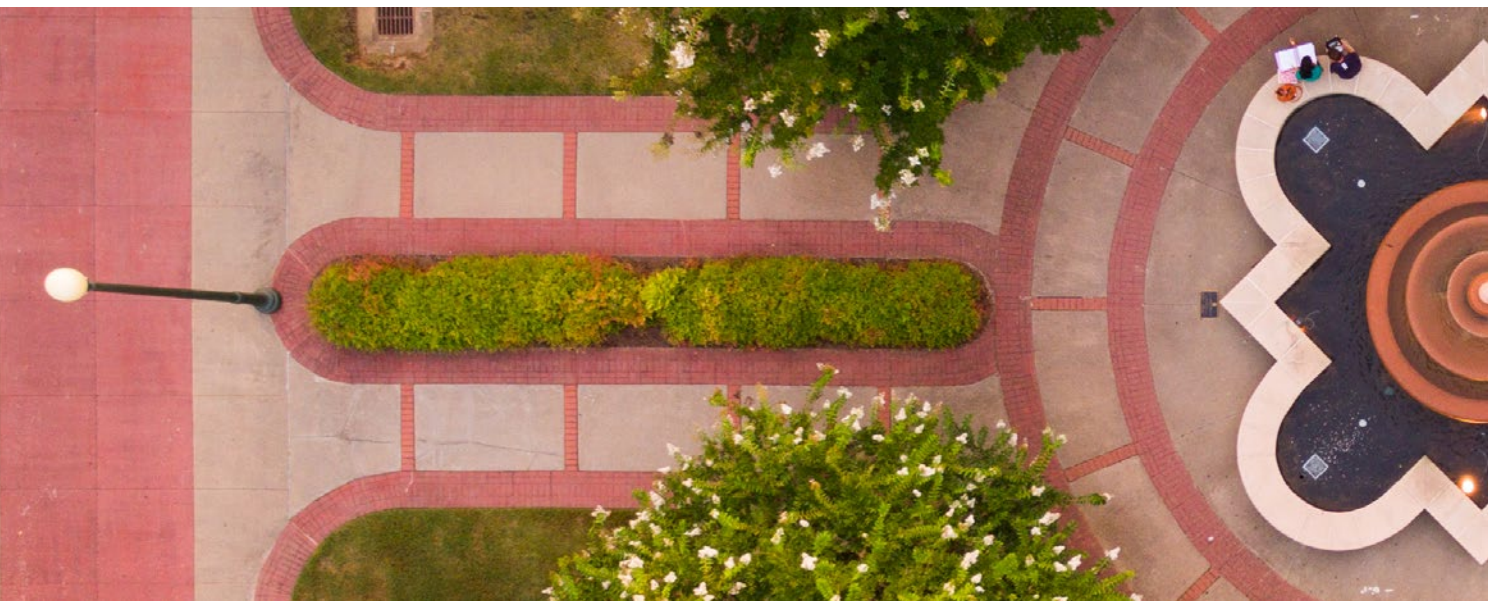
**ACTION:** Serve as role models to promote success.

**ACTION:** Add campus facilities in accordance with the campus master plan.

**ACTION:** Develop a growth planning process that is responsive to institutional objectives and programmatic success.

### METRICS:

- Student enrollment rates
- Faculty-student and staff-student ratios
- Sustainable campus trends (STARS rating)
- Maintain a favorable operating margin, defined as  $(\text{Total Income} - \text{Total Expenses}) / \text{Total Income}$
- Total usable square footage, by type
- Campus security trends
- Student wellness program participation and satisfaction





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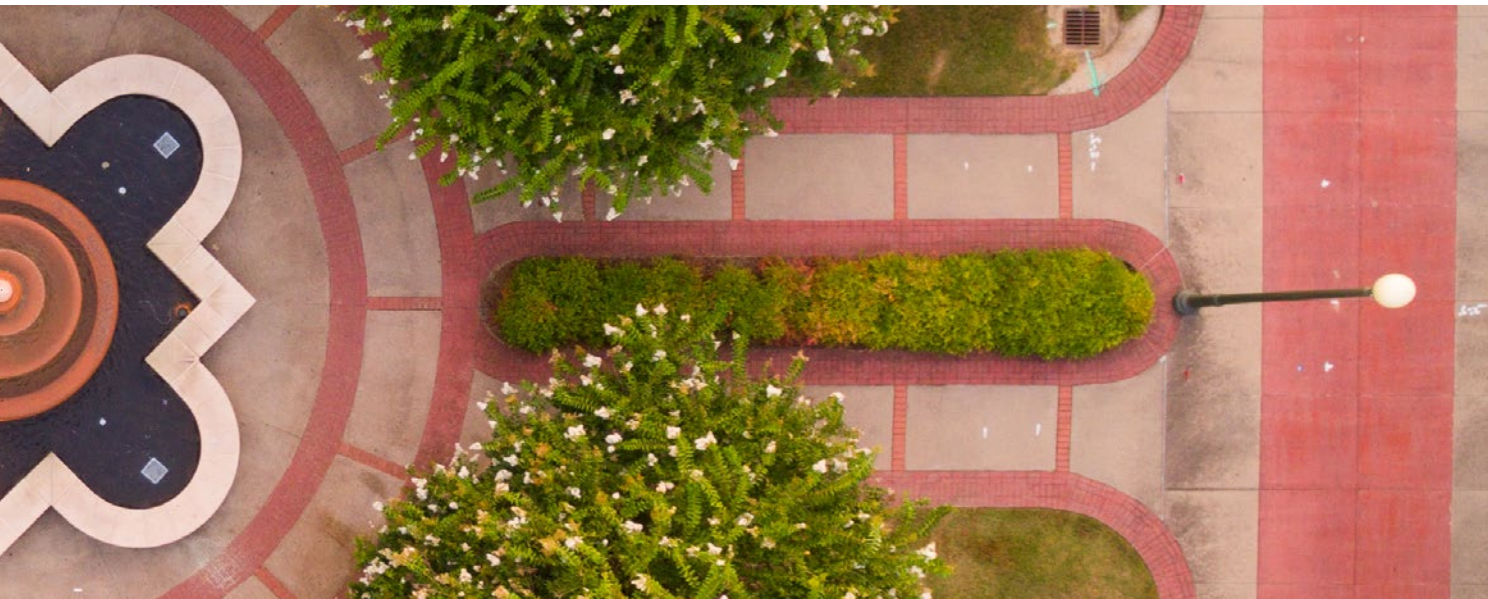
# **GOAL:** IMPROVE ACCESS TO DIGITAL-IMMERSIVE EXPERIENCES

Develop innovative ways to provide access to the university's educational offerings for place-bound, nontraditional students.

**ACTION:** Develop appropriate and targeted digital-immersive experiences for place-bound students.

**METRICS:**

- Number of online courses and degree programs
- Enrollment in online courses and degree programs



## GOAL: ENHANCE VISIBILITY AND APPRECIATION OF THE ARTS

Celebrate the critical role that creativity plays in the education of society and process of discovery. Creativity is at the heart of a successful research institution.

**ACTION:** Develop an Arts and Cultural Gateway to serve as a cultural hub to celebrate the university's creative, visual, and performing arts and to create intellectual and cultural experiences including performances, experiential learning, and enrichment opportunities for the community and region. The gateway will allow people of all ages and from all over the world to visit the University of Mississippi — physically and virtually — while elevating the importance of creativity and underscoring its relationship to research and academic excellence.

### METRICS:

- Number of creative, visual, and performing arts partnerships with Mississippi schools and communities
- Number of arts visitors and events associated with the arts













WORK HARDER





# PILLAR

## ATHLETICS EXCELLENCE

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Some of the most visible elements of university activity are our athletics programs, which provide valuable leadership and growth experiences for students. Grounded in integrity, student-athlete academic excellence, competitive success, inclusion, and enhancement of the student experience, these programs engage students, contribute to school spirit, and create lifelong connections with alumni. We often say that athletics is the “front porch” of the university — it captures the hearts and passions of people around the nation and world and encourages them to visit our beautiful campus, where they can experience the full richness that our comprehensive flagship university offers. Athletics excellence is important to the university’s growth, visibility, ability to raise funds, and, ultimately, the overall success of Ole Miss.

### **TRANSFORMATIVE INITIATIVE:** ATHLETICS ENDOWMENT



An endowment is key to recruiting and retaining the best athletics staff to ensure student-athlete success and to field competitive athletics programs. It will also allow UM's athletics programs to maintain solid financial footing during times of transition. As part of the university’s comprehensive capital campaign, we will create and implement a campaign to grow the athletics endowment for continuing support of our student-athletes and athletics programs.



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**METRICS:**

- Contributions to athletics endowment campaign
- Achievement of athletics endowment campaign goal



**GOAL:**  
SUPPORT ACADEMIC SUCCESS  
OF STUDENT-ATHLETES

Promote academic excellence, student success, and student achievement for all student-athletes.

**ACTION:** Foster the academic excellence and achievement of student-athletes.

**METRICS:**

- Student-athlete persistence and completion (number of graduates, NCAA graduation success rate)
- Student-athlete academic performance (GPA, APR)
- Student-athlete participation in academic support programming

## **GOAL:** MAINTAIN A CULTURE OF COMPLIANCE

Maintain the culture of compliance in the university's athletics program.

**ACTION:** Operate the athletics department with no NCAA Level I or Level II violations.

### **METRICS:**

- Monitoring (number and type of violations)
- Education (number of meetings and seminars)

## **GOAL:** BUILD INCLUSIVENESS AND COMMUNITY INVOLVEMENT

Develop an inclusive environment at athletics events that provides opportunities for student and community involvement.

**ACTION:** Promote an atmosphere at athletics events that encourages sportsmanship and inclusion.

### **METRICS:**

- Level of participation and satisfaction with athletics event environment



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# GOAL:

## COMPETE AND INSPIRE SUCCESS

Support competitive success of student-athletes and athletics programs.

**ACTION:** Recruit, retain, and develop student-athletes, coaches, and staff.

**METRICS:**

- NCAA postseason appearances
- Conference and national championships
- Directors' Cup standing






# TRANSFORM THE WORLD







## THE UNIVERSITY OF MISSISSIPPI: OUR FUTURE

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*FLAGSHIP FORWARD*, the University of Mississippi strategic plan for the Oxford and regional campuses, builds upon our mission and vision and lays out a road map for progress in the coming years. The first two foundational pillars of *FLAGSHIP FORWARD* support the heart of the mission of our university: to provide all of our students with an excellent education and to make groundbreaking contributions to our state, nation, and world through research and engagement. The second two foundational pillars add further strength: through our investments in outstanding people, places, and resources, and by our excellence in athletics as a means to promote leadership and engagement with alumni and the public.

*FLAGSHIP FORWARD* is not only a document of our intentions and hopes — it must also serve as a guide to our future decision making. Together, we will chart the future of the university. Our path forward begins today.



# STRATEGIC PLANNING COUNCIL

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**John Adrian**, business manager for academic affairs

**David Allen, Ph.D.**, dean of the School of Pharmacy, executive director of the Research Institute of Pharmaceutical Sciences, research professor in the Research Institute of Pharmaceutical Sciences, and professor of pharmacology

**Tony Ammeter, Ph.D.**, director of outreach and continuing studies, associate provost, dean of general studies, and associate professor of management

**Bradley Baker**, director of the Ole Miss Student Union

**Ian Banner**, director of facilities planning and university architect

**Michael Barnett**, chair and associate professor of theatre arts

**Cecilia Botero**, dean and professor of university libraries

**Christopher Brandt, J.D.**, 2017–2018 graduate student representative

**Katie Busby, Ph.D.**, director of institutional research, effectiveness and planning

**Paul J. Caffera**, university ombudsman

**Katrina Caldwell, Ph.D.**, vice chancellor for diversity and community engagement

**Alice Clark, Ph.D.**, interim vice chancellor for university relations, F.A.P. Barnard Distinguished Professor of Pharmacognosy, and research professor in the Research Institute of Pharmaceutical Sciences

**Donald Cole, Ph.D.**, assistant provost and associate professor of mathematics

**Patrick Curtis, Ph.D.**, assistant professor of biology

**Ken Cyree, Ph.D.**, dean of the School of Business Administration and professor of finance

**Oliver Dinius, Ph.D.**, executive director of Croft Institute and Croft associate professor of history

**Don Dyer**, associate dean for faculty and academic affairs, College of Liberal Arts, and professor of modern languages

**Maurice Eftink, Ph.D.**, associate provost emeritus, professor emeritus of chemistry and biochemistry, and director emeritus of accreditation

**Richard Forgette, Ph.D.**, associate provost, interim director of the Center for Intelligence and Security Studies, and professor of political science

**Dwight Frink, Ph.D.**, Holder of the Self Chair and professor of management



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**Josh Gladden, Ph.D.**, interim vice chancellor for research and sponsored programs and associate professor of physics and astronomy

**Buster Hale, Ph.D.**, interim chief information officer

**Brandi Hephner LaBanc, Ed.D.**, vice chancellor for student affairs and associate professor of leadership and counselor education

**Andrea Jekabsons**, associate director of human resources

**Dion Kevin**, 2017–2018 Associated Student Body representative

**Blair McElroy, J.D.**, interim senior international officer and director of study abroad

**Ashton Pearson**, director of facilities management

**Charlotte Pegues, Ph.D.**, assistant provost, registrar, and assistant professor of leadership and counselor education

**Austin Powell**, 2016–2017 Associated Student Body representative

**Nishanth Rodrigues**, chief information officer

**David Rutherford, Ph.D.**, associate professor of public policy leadership

**Sandra Spiroff, Ph.D.**, associate professor of mathematics

**Donna Strum, Ph.D.**, associate provost, professor of pharmacy administration, and research professor in the Research Institute of Pharmaceutical Sciences

**Douglass Sullivan-González, Ph.D.**, dean of the Sally McDonnell Barksdale Honors College and professor of history

**Michael Thompson**, senior associate athletic director of communication and marketing

**Alex Vasios-Sivopoulos**, 2016–2017 graduate student representative

**Wendell Weakley**, president and chief executive officer of the University of Mississippi Foundation

**Deetra Wiley**, applications analyst, Office of Information Technology

**Noel Wilkin, Ph.D. (chair)**, provost and executive vice chancellor, professor of pharmacy administration, and research professor in the Research Institute of Pharmaceutical Sciences

**Noell Wilson, Ph.D.**, chair of history and Croft associate professor of history and international studies



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**STRATEGIC PLAN**

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