



**UMSL**

2023-2028

# **STRATEGIC PLAN**

University of Missouri–St. Louis



## UNIFIED PUBLIC EDUCATION FOR THE GREATER GOOD

The University of Missouri System exists to deliver excellence in teaching, research and creative works, economic development, engagement and inclusion.

Formed in 1963, the UM System consists of system administration and four universities: the University of Missouri–Columbia, the University of Missouri–Kansas City, the Missouri University of Science and Technology and the University of Missouri–St. Louis. Each university’s component parts, including but not limited to MU Health, MU Extension and UM Engagement, are an integral part of the system as well.

The UM System is organized to achieve more collectively than any component part could achieve individually. This principle guides decision-makers in managing affairs, whether they be in academic, research or business operations.

It is the fundamental responsibility of each UM System university and its leaders to effectively manage resources to achieve the vision and mission of the UM System. Such a responsibility compels everyone involved to look beyond individual universities and interests and to enable the UM System as a whole to meet the needs of the people of Missouri, the nation and the world.



## MISSION STATEMENT

As the metropolitan, land-grant, research institution serving the most diverse and economically important region in Missouri, the University of Missouri–St. Louis delivers exceptional educational, research and engagement experiences that inform, prepare, challenge and inspire. Together, we transform lives.

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## VISION

The University of Missouri–St. Louis will be a beacon of hope, a force for good, and a leader in the pursuit of excellence in education, impactful research and community service. We boldly assert that education is for everyone who is willing and able to seek it out. We honor the duties inherent in our land-grant beginnings by positioning ourselves as partners in the search for knowledge, progress and positive change for ourselves, our communities, our world.



## 6 CORE VALUES

### 1. TRUST: Our foundation

At UMSL, trust is sacred. We understand it is actively established and earned at every moment. We build trust through goodwill, transparency, accountability and positive, measurable results. We foster trust with students, colleagues and friends through respectful interactions, clear expectations and soundly ethical research pursuits. To be deserving of this trust is more than a pursuit. It is the very heart of our mission, the basis of our integrity and the foundation that makes the rest of our values and goals a possibility.

### 2. INCLUSION: Our guiding principle

We believe celebrating and appreciating diversity is not enough. We strive to create a truly inclusive community, one where equity is reality. We recognize individual attributes and respect individual differences while firmly asserting that we are better together.

### 3. INNOVATION: Our driving force for transformation

We know innovation is about far more than coming up with new ideas, and that at the heart of every great innovator lies the desire to see a problem solved or a person helped. We believe we are all innovators, driving change for the greater good.

### 4. ACCESS: Our challenge and our promise

Our classrooms, our campus, our research, our creativity, our service to the community – all of it – is for everyone. Access is something we constantly seek to better understand and to improve. We believe that a learning environment free from barriers for any one person makes that environment better for all people. We recognize that our commitment to access demands continual change. We embrace it. Always.

### 5. SUCCESS: Our greatest commitment

The expectation of success, for each and every one of our students, is something we believe in at every moment, without exception. It is the reason we're all here. We are committed to meeting our students wherever they are, to inspiring and empowering them to meet their goals, break through their barriers, and define and achieve what success means for them.

### 6. ENGAGEMENT: Our consistent, steadfast action

We believe it is our duty and responsibility to reach out with open minds, invite others into conversation and create solutions. We use our energy, wisdom and resources to forge partnerships – across campus, within the community and around the world – that are built in the spirit of collaboration. We have much to share and much to learn, and we understand that the two go hand in hand.

# OUR COMMUNITY: ST. LOUIS – MISSOURI'S GATEWAY TO PROSPERITY

St. Louis was founded, designed and built more than 250 years ago to serve as the centerpiece of a vast inland empire – a feat early St. Louisans surpassed. The city developed quickly and became the “gateway” to western American expansion.

St. Louis today is an exciting metropolitan region with more than 2.8 million people. As a large metropolitan area with access to a diverse and talented workforce, opportunities abound here.

The St. Louis region's diversified economy is home to corporate headquarters and major business divisions across a wide range of industries. Global businesses find success here because they can recruit and retain talent across a wide spectrum of competencies and industries. Fifteen Fortune 1000 companies – seven of which are in the Fortune 500 – are headquartered in the St. Louis metro area, along with eight of Forbes' largest private companies in America.

With a central location, infrastructure capacity, favorable cost structure and high-quality cultural and educational institutions, St. Louis' \$150 billion regional economy is broad and growing. The multi-county region comprises hundreds of notable and diverse neighborhoods as well as dozens of world-class cultural and entertainment attractions.

Historic. Progressive. Diverse. St. Louis is an important national, economic and social asset.

St. Louis is Missouri's gateway to prosperity.









# THE UNIVERSITY OF MISSOURI–ST. LOUIS IS A SUCCESS STORY.

As the largest public research university located in Missouri’s most populous and economically important region, UMSL provides excellent learning experiences and leadership opportunities to a diverse student body whose influence upon graduation is immense.

No other university brings more to bear on the advancement of St. Louis than UMSL – which is fitting for a campus created just for that purpose.

In 1958, residents of the Normandy School District passed a bond issue to purchase the Bellerive Country Club as its membership had decided to relocate. The district and its residents determined in the early 1960s that the best course of action was to lure a higher education institution to the site as a means of offering more opportunities to St. Louis-area residents and stabilizing nearby neighborhoods.

During this period, the University of Missouri – headed by President Elmer Ellis – was exploring the possibility of campuses in Kansas City and St. Louis. The university ultimately decided the Bellerive site was ideal for a St. Louis-area campus.

A deal was struck. Normandy would transfer ownership of the 128-acre country club for a nominal fee. In return, the university would establish a campus on the Bellerive site. State lawmakers – unanimously in the Senate and on a vote of 150-3 in the House – passed legislation making the land transfer legal. Governor John Dalton quickly signed the legislation into law.

In 1963, the University of Missouri–St. Louis opened on the grounds of a closed golf course in Normandy, Missouri. It had one building, a handful of faculty and fewer than 700 students. Classes were initially held in the former clubhouse and nearby storefronts along Natural Bridge Road.

At its dedication, Ellis affirmed that UMSL was beginning with a strong liberal arts curriculum as its foundation but added, “What our successors in another generation will see to build, only time can tell.”

Ellis would be impressed.



Today, UMSL is spread across 350 acres of rolling hills in suburban north St. Louis County. The campus has a wide array of academic and general-purpose buildings as well as a variety of student residence halls, condominiums and apartments. UMSL has developed a business park that houses the world headquarters of Express Scripts, now Cigna Healthcare, and operates several health-related facilities throughout the region.

UMSL has nearly 700 faculty, 1,000 staff, 9 schools and colleges and a \$200 million annual budget. The vast majority of tenure and tenure-track faculty hold doctoral or terminal degrees in their respective fields and edit or have articles routinely published in a variety of nationally renowned academic journals. Several of the university's nearly 100 degrees and programs have attained national recognition for quality, including biology, criminology, education, information systems, international business, nursing, optometry, psychology, public policy, supply chain and tropical ecology.

UMSL enrolls more than 15,000 students annually from all 50 states and more than 30 countries. While the campus has an international flavor, the UMSL student body comes primarily from, and reflects the diversity of, the St. Louis region. Providing area residents access to higher education remains a priority and a central focus in plans to meet the future needs of students and businesses.



1980s



1990s



2000



2015



2016



2017



# OUR COMMITMENT

## Our Commitment to Missouri and to the World

Nearly 80% of our over 115,000 alumni choose to live and work in the area post-graduation. We don't just educate St. Louis; we are St. Louis, and our influence begins in our own backyard.

UMSL serves as a proud anchor institution in north St. Louis County. This role demands that we position ourselves not only as good neighbors but as active partners in the development of education, health care, public safety, social service, business and industry initiatives that strengthen our communities, our city and our state.

We share the belief that no accomplishment will be more critical to these endeavors than improving educational opportunity for all. As a result, we have partnered with Greater St. Louis Inc. to become a powerful force in the St. Louis regional education commitment. We are committed to doing our part to increase the number of adults in St. Louis who hold a bachelor's degree to 40% by the year 2025. The direct result of this effort will be a more educated, empowered workforce – one that

will continue to make St. Louis an exemplary, desirable place for corporations, technology startups and other industry innovators who have the power to bring growth, opportunity and lasting stability to our region. As one of the largest, most culturally and ethnically diverse universities in Missouri, we believe no institution is better suited to assist with this goal than UMSL. Finally, though we are proudly St. Louis, we also know that our impact reaches far beyond our immediate surroundings. The reach of our programs and partnerships spans the globe, most importantly through the influence of our graduates. Our alumni are business leaders, health care professionals, educators and scientists who have found work in nearly every state and multiple countries. Their accomplishments inspire our collective efforts to create solutions and positively impact society.

From our own backyard to the broader world, we are committed to building a future in which our greatest outcome is a transformative change for all.

# OUR PATH FORWARD

The following pages detail the university's strategic plan – a road map that will guide our collective actions for the next five years and beyond. Our plan solidifies UMSL's commitment to six core objectives: Elevate Recruitment and Retention; Shape the Workforce of the Future; Generate New Knowledge; Build a Robust Campus Community; Advance St. Louis as an Anchor Institution; and Develop Stewardship and Vitality. Our six core values are an integral part of each objective. Trust, inclusion, innovation, access, success and engagement each support and are strengthened by the specific goals we have set. While no plan can be fully exhaustive or anticipate perfectly what the future may hold, every effort has been made to ensure that our goals and actions are transparent and supported by relevant, comprehensive data that is ambitious yet realistic. While the plan is seeded with many actions/metrics based on current activities, an annual process will be tied to the budget process to review current actions/metrics and to propose new actions/metrics.

**OBJECTIVE 1:****Elevate Recruitment and Retention**

Recognizing UMSL as a traditional campus for all types of students, optimize student recruitment and retention while providing an accessible and value-based education. Focus on specific strategies and initiatives that increase student recruitment, retention and student success for a diverse set of learners.

**GOALS**

**GOAL 1:** Continue to build on UMSL's status as a premier public university for undergraduate, graduate and global students. Capitalize on first-year, regional, transfer, adult and global student markets while making UMSL attractive to a broader population – academically, co-curricular, environmentally, visually and inclusively

**Actions/Metrics:**

- Increase degree-seeking students by 5% from 8128 to 8534 students.
- Increase the international student population to 7.5% of the total degree-seeking students from 348 to 630 students.
- Establish retention benchmarks for all academic programs by 2024 and set target goals for 1% increases/yr.

**Goal 2:** Provide financial transparency for students while being a top performer in social mobility. Look for ways to reduce or remove barriers for students of various populations to apply, enroll and succeed as students

**Actions/Metrics:**

- Maintain 100% high school graduation rate and postsecondary matriculation rate in the Bridge Program.
- Revise financial aid letters to make them more transparent to students.
- Increase the number of students utilizing work study by 10% through improving the process for students and employers. and employers.

**Goal 3:** Provide transformative learning experiences by fostering innovation, service, and research. Develop and embrace innovative, modern pedagogy through experiential learning that is delivered in flexible learning platforms.

**Actions/Metrics:**

- Transform UMSL will lead to an increase in HyFlex classroom space.
- Increase participation in the Undergraduate Research Symposium by 5%.
- Increase faculty and graduate student instructor engagement in Teaching Circles & Faculty Learning Communities.

**Goal 4:** Foster a campus environment that creates resilient, adaptable, ambitious, purposeful, and engaged citizens. Support students in creating lifelong healthy habits and positive mental well-being through comprehensive programs and services.

**Actions/Metrics:**

- Increase FTC students' approval of social engagement opportunities by 10 percentage points to 66%
- Utilizing state-wide data from Missouri Partners in Prevention and campus-specific data from the Missouri Assessment of College Health Behaviors (MACHB) survey, develop programs targeting development of student health and wellness knowledge, awareness, and associated behaviors.

## OBJECTIVE 1 : Elevate Recruitment and Retention (continued)

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**Goal 5:** Ensure long-term success for students through collaborative efforts to increase persistence and retention. Make access to retention supports available from confirmation through graduation.

**Actions/Metrics:**

- Engage with the National Institute of Student Success (NISS) to develop a recruitment/retention playbook. Metrics: Increase first to second-year retention of first-time college students from 68% to 80%; transfer students from 75% to 85%; pell students from 73% to 82%.
- Build out a co-curricular transcript model to review, monitor, and track students' co-curricular engagement in addition to academic performance.

**Goal 6:** Define a target student market that distinguishes UMSL as the destination for working adults wishing to complete their degrees, reskill, upskill and advance earnings through industry-sponsored tuition and other payment models toward increasing enrollment.

**Actions/Metrics:**

- Establish a Center for Workforce Development and increase the number of non-credit offerings through certificates and training opportunities for industry partners.
- Establish stronger ties to military families to offer degree completion pathways to both active-duty members and their dependents.

**Goal 7:** Support the faculty and staff engaged in the recruitment and retention efforts with professional development and by identifying and implementing best practices. Identify ways to coordinate efforts across units with the student experience.

**Actions/Metrics:**

- Provide professional development opportunities for Academic Advisors and Coaches through UM Advising Development Program funding.
- Increase response rate of students taking the monthly academic advising survey by 25% to provide advising leaders with ongoing opportunities for improvements.



## OBJECTIVE 2:

# Shape the Workforce of the Future

Invest in responsive and relevant programming across alternative modalities. Design creative programs that meet workforce needs in the region and prepare a wide variety of students for the workplace and enhance social and economic mobility.

**Goal 1:** Develop flexible course delivery models and instructional modes that, coupled with multiple entry points into the educational programs, will meet the needs of UMSL's diverse student populations.

**Actions/Metrics:**

- Increase online student credit hours by 20% from 16,000 to 19,200.
- Increase the number of 8-week courses offered from 6% to 12%

**Goal 2:** Align academic programs and units with regional workforce needs in areas with high demand and middle to high earning potential.

**Actions/Metrics:**

- Develop and launch 5 new academic degree programs based on market growth potential and workforce needs.
- Add at least 15 new certificates/micro-credentials based on market growth potential and workforce needs.

**Goal 3:** Build upon the university's expertise in offering high-impact practices for learners and promote direct connections between these learning experiences and the development of essential workforce skills.

**Actions/Metrics:**

- Increase the six-year graduation rate of first-time college students from 57% to 65%; transfer students from 71% to 80%; Pell-grant students from 65% to 72%.
- Establish experiential learning benchmarks for all academic programs and set target goals for a 10% increase.

**Goal 4:** Enhance cultural competency across disciplines to create an inclusive learning environment and prepare students for the future global workforce.

**Actions/Metrics:**

- Increase faculty-led study abroad programs by 25%.
- Increase internship opportunities (locally through partnerships with region-specific chambers of commerce and individual businesses).
- Develop and/or enhance student-focused learning experiences, focused on self-awareness, identity development, and understanding.
- Rebrand the existing Living Learning Communities (LLCs) model to a meta-major cohort model with the goal of 50% of students opting in.



## OBJECTIVE 3:

# Generate New Knowledge

Promote research, scholarship and creative work that generates new knowledge to address pressing societal issues. Support scholarly work that fosters innovation, entrepreneurship, and economic development for the St. Louis region and beyond.

**Goal 1:** Strengthen research capacity, support, and infrastructure to enhance UMSL's reputation as a premier, public research university and support for students to participate in mentored research.

**Actions/Metrics:**

- Expansion of pre and post award services for consistency with other campuses – to reduce grant submission and post award bottlenecks.
- Increase external grant expenditures by 5%/yr. from \$43,116,366 to \$55,028,622.
- Increase the number of journal articles and citations by 5 %/yr.
- Increase the number of juried performances and national faculty awards by 2.5%/yr.

**Goal 2:** Foster and support multidisciplinary research and creative activity to tackle big societal problems facing our region, nation and world through a grand challenges initiative that identifies 3-4 strategic research priorities for which UMSL will be known.

**Actions/Metrics:**

- Developing capabilities to re-shore Advanced Pharmaceutical Ingredients (API).
- Partnering with SLU in leading the research focus in advanced manufacturing at AMICSTL.
- UMSL Innovation Labs (developed to increase applied, translational, multi-disciplinary research and invention to address significant problems, first on supply chain challenges, next is being planned with potential focuses in AI or Climate Resilience)

**Goal 3:** Continue to grow and showcase UMSL as a national model for community-engaged and place-based research and creative activities.

**Actions/Metrics:**

- Continue to promote and showcase community engaged scholarship through research workshop series touching upon our current strengths in urban problems, opioid work, crime trends/policies, ecology, literacy, mental health.
- Increase faculty engagement in the Coalition of Urban and Metropolitan Universities.

**Goal 4:** Enhance and optimize university-level processes and procedures to make the creation of new knowledge and creative works easier.

**Actions/Metrics:**

- Explore grant software platforms to streamline grant submissions, reporting, funding announcements, and administration of internal funding competitions.
- Hold a faculty (with ORECD and related units) retreat to develop a shared roadmap for growing research priorities, identifying existing and needed expertise, existing and needed partners, funding opportunities etc.

### OBJECTIVE 3: Generate New Knowledge (continued)

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**Goal 5:** Grow and strengthen the infrastructure, capacity, culture and understanding of research translation on campus to bring to market UMSL innovations, research outcomes and creative works for transformative societal and economic impact.

**Actions/Metrics:**

- Expansion of faculty outreach and training (in-person, departmental, online CITI training, etc.) to highest level possible at current staffing level.
- Investment in industry engagement tool (First Ignite) to identify potential commercial partners, including a filter for UMSL alumni, not only to fund applied research and bring discoveries and creative works to market, but to partner across all University needs.
- UMSL Wall of Innovation (SLB Lobby, patent plaques) for recognition of faculty researchers and development of innovation culture on campus.
- Work with UMSL Entrepreneurship and Innovation Center and other campus stakeholders to determine ways to better align translational and entrepreneurial efforts across campus, to enhance IP and entrepreneurship training across campus, and to explore experiential increased number of research and development collaborations with industry.
- Increased number and diversity of UMSL researchers engaged in commercialization.

**Goal 6:** Strengthen local, regional, and national partnerships to develop responsive use-inspired research and innovations to address a range of societal, health and business and industry challenges in support of new knowledge creation.

**Actions/Metrics:**

- Leverage anticipated growth of UMSL Innovations to bring in community and industry partners early in the research and innovation process.
- Increase collaboration across research, commercialization, development, and alumni offices to better leverage resources to facilitate more industry partnerships and funding around applied research and development.



## OBJECTIVE 4:

# Build a Robust Campus Community

Take steps to build a campus community that embraces the positive transformation of facilities, culture, inclusion, and the voices of faculty, staff, students, alumni, donors and supporters.

**Goal 1:** Promote a campus environment that balances individual needs with work priorities. Enhance employee recruitment and retention processes by identifying and articulating the tangible and intangible benefits of working at UMSL and in higher education. Make it easier for prospective employees to find and understand those benefits online and elsewhere to improve the organization while enhancing digital spaces to remove obstacles to applying for a career at UMSL.

### Actions/Metrics:

- Explore the childcare needs of UMSL employees, students, and the North County region. Results from a feasibility study will determine UMSL's plans to work with community partners to create a facility in the future North County Business and Workforce Development site.
- Include information on the university's benefits package in all external job postings.
- Develop broad-based support among existing employees of the tangible and intangible benefits of working at UMSL. Strategic Communications and HR create a website and other communication materials provide descriptions of the benefits of working at UMSL.

**Goal 2:** Respond to the changing demands of the workforce and the need to foster a vibrant, collaborative campus community by supporting units in implementing successful hybrid work arrangements where appropriate, in combination with purposeful and meaningful community-building.

### Actions/Metrics:

- Provide annual training to employees and supervisors on successfully implementing a hybrid work arrangement. HR conducts one annual training session for supervisors and one for employees.
- Provide ongoing support to supervisors and employees in implementing other flexible work arrangements when hybrid work arrangements are not available for a specific unit, position, or person. Metric: 70% of staff in the Pulse Survey indicate that they have a hybrid work arrangement.

**Goal 3:** Reimagine the campus community through intentional placemaking, improving and sustaining a built environment, enhancing the student experience outside of the classroom, and fostering a renewed sense of community and belonging for students, faculty, staff, and community members working together to transform lives.

### Actions/Metrics:

- Transform UMSL is a bold and ambitious 110-million-dollar initiative designed to reimagine the University of Missouri–St. Louis and build the metropolitan campus of the future. Metric: On campus housing will achieve over 90% occupancy.
- HR hosts one campus wide event each semester to bring employees together for relationship building.

## OBJECTIVE 4: Build a Robust Campus Community (continued)

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**Goal 4:** Create and deploy strategic communication efforts to engage and activate key internal and external stakeholders to significantly expand the awareness, knowledge, and support of UMSL's powerful story of transforming lives.

**Actions/Metrics:**

- Provide training sessions to employees clarifying our mission, vision, and strategic plan. HR provides two sessions per semester related expanding support for our mission.
- Grow social media prominence and engagement through active storytelling with video and creative. Metrics: increase followers and engagement across core channels (Facebook, Instagram, LinkedIn) by 10% year over year.
- Produce UMSL Magazine to feature curated, transformative stories that are shared broadly with university faculty, staff, students, alumni, donors, and friends. Metric: produce magazine on time and within budget twice per year while expanding readership.

**Goal 5:** Create and strengthen the culture of philanthropy at UMSL among students, faculty, and staff. Provide alumni and donor programming through university, college and department efforts designed to educate, inspire, promote, and increase awareness of the impact of giving back through mutually value-added volunteerism and financial commitments.

**Actions/Metrics:**

- Advancement will achieve \$25 million minimum private fundraising goal for Transform UMSL renovation project as a part of its larger campaign planning efforts.
- Advancement will utilize UMSL's 60th Anniversary in FY24 to launch new alumni and donor programming and communications to elevate storytelling and culture of philanthropy.
- Advancement will create new and align existing Alumni Affinity Groups and programming to serve strategic engagement priorities of university, colleges, units, students, and alumni.



## OBJECTIVE 5:

# Advance St. Louis as an Anchor Institution

Maximize UMSL's impact on inclusive growth in St. Louis as a regional anchor institution through campus transformation; driving economic development, health, and education outcomes; research and innovation; a global reach; and a vibrant and equitable experience for faculty, staff, students, and community. Establish the university as the most embedded, trusted, and impactful partner in our region to tackle metropolitan challenges and opportunities.

**Goal 1:** Increase UMSL's impact on inclusive economic growth in the region. Intensify UMSL's economic impact through the development of tools to aid all units in implementing strategies and policy changes to attain annual institutional stretch goals for local hiring and career development, purchasing and investing.

**Actions/Metrics:**

- Improve wage equity and retention of our local and inclusive workforce assessed annually.
- Assess the use/contract of new local or diverse suppliers (non-construction) on an annual basis.

**Goal 2:** Increase the university's workforce development impact on upward mobility and industry employment needs. Increase the number of learners with relevant work experience and skills to further their careers by developing and implementing a framework for colleges to create streamlined pathways to and through degrees, workplace certifications, micro-credentials, or alternative training options for in-demand fields.

**Actions/Metrics:**

- Develop campus-wide policy and guidance on prior learning credit.
- Advanced Workforce Center will partner with academic units to develop 15 new certificates and micro credentials that meet workforce needs.

**Goal 3:** Improve health care outcomes by increasing the number of health professionals with evidence-based training in interdisciplinary settings and enable an expansion in access to care that decreases health disparities. Expand the health care workforce with improved evidence-based training in interdisciplinary health and create greater access to care through comprehensive partnerships for internship and practicum placements, training and coordinated mental and physical health care on-campus.

**Actions/Metrics:**

- Expand local healthcare services as part of the Business and Workforce District.
- Create a Health Sciences focus within the Business and Workforce District that seeks to increase graduates in the mental health and counseling fields.
- Nursing will look for ways to leverage the SIM labs to produce more nurses and support nurse certifications.

**Goal 4:** Reduce educational disparities and increase regional educational attainment levels by scaling innovative educational models.

**Actions/Metrics:**

- Increase participation of students in the Bridge programs by 5%.
- Broaden the impact of our Advance Credit Program by increasing the number of participating high schools by 5.

## OBJECTIVE 6:

# Develop Stewardship and Vitality

Assess how the university allocates resources to focus on strategic alignment and sustainable growth. Create a vibrant physical environment. Enhance and communicate the UMSL brand.

**Goal 1: Improve efficiency, effectiveness and quality of cross-campus service delivery and administrative processes to remove bottlenecks, reduce delays and make it easier for internal and external stakeholders to access and use campus systems and services.**

**Actions/Metrics:**

- Continue to explore ways to utilize shared services for financial and HR work to improve efficiency and effectiveness.
- As enrollments improve, work to explore budget models that provide incentives to revenue-generating units and units with high efficiency/effectiveness metrics.

**Goal 2: Intentionally steward campus financial, physical, and human capital to sustain and grow UMSL as a premier urban public research university and anchor institution for the region by linking the budget process to the strategic plan.**

**Actions/Metrics:**

- During the annual budget process, the strategic plan will be reviewed to ensure that resource allocations align with the plan.

**Goal 3: Improve career pathways for staff, transparency of tenure and promotion policies for faculty, and compensation scales for all to attract and retain high-quality faculty and staff.**

**Actions/Metrics:**

- Academic units across campus will review and update tenure and promotion criteria and policies to be consistent with current UM System Guidelines, best practices, and UMSL's mission and goals; after 5 years 95% of the academic units will have submitted updated and approved promotion guidelines that are readily available to all tenure-track/tenured faculty.

- Review the Non-Tenure-Track Faculty Promotion Processes to increase efficiency and increase transparency; campus-level guidelines will be reviewed and updated within two years; seek to have 80% of Assistant to Associate-level NTT faculty with above average annual evaluations promoted to the next rank within 2 years of being eligible.
- By the Fall of 2024, Academic Affairs will add a section on faculty retention and advancement to academic units (departmental) five-year reviews to provide departments with benchmarks and a mechanism for feedback regarding development; after 5 years, 80% of academic units will have completed a 5-year review with this section.
- Develop training resources for supervisors and employees on career pathways at UMSL. HR provides annual training and corresponding business processes that communicate methods or growing your career at UMSL.
- Provide merit increases as the budget allows every year to full-time faculty and staff. Metric: The Justification Committee approves merit increases annually.

**Goal 4: Invest in the physical environment of the campus to create a more vibrant and engaging campus for students, faculty, and staff.**

**Actions/Metrics:**

- Completion of the Transform UMSL renovation project will lead to a 200 million dollar decrease in deferred maintenance.
- Provide resources to units to invest in the interior décor of existing physical spaces to create vibrancy and engagement. Vice Chancellors discuss with unit leaders their plan to invigorate their interior spaces.

## OBJECTIVE 6: Develop Stewardship and Vitality (continued)

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**Goal 5:** Establish stakeholder-specific branding and messaging to highlight UMSL as a premier urban public research university, committed to providing high-quality, top-ranked, and affordable education for all types of students.

**Actions/Metrics:**

- Align marketing and messaging for upskilling and certification programs in partnership with the UMSL Advanced Workforce Center, UMSL Skills Lab, and assigned Online Program Managers. Metrics: increase website visits, requests for information and enrollment conversions across each area.
- Increase overall website traffic to umsl.edu with a focus on increasing visits to key landing pages centered around audience-specific messaging (freshmen, transfer, graduate, adult learners, community partners, research, etc.)
- Continue to refine the advertising media plan to better reach the target audience where they consume media.
- Further develop, integrate and share UMSL brand standards and key messaging by creating a thorough brand architecture and accessible campus-wide toolkit to be housed on the Marcom website.

**Goal 6:** Identify and develop new financial resources through gifts, grants, and public-private partnerships to provide additional resources to invest.

**Actions/Metrics:**

- Advancement will begin campaign planning efforts including an assessment of CRM data capabilities and reporting needs, fundraising priority ideation and prioritization, campaign feasibility, goal setting, and timeline.



