

University of Missouri-Rolla

Strategic Action Plan
2000-2001

Student Learning and Achievement

Strategic Goal: Develop a learner-centered environment that promotes the improvement of learning and personal development of students at all levels.

Objective 1: Redirect the educational process to focus on a learning environment as opposed to a teaching environment.

Action Steps: 1.1 Adopt the Seven Principles of Good Practice in Undergraduate Education.

Action Item A:

Develop and implement individual team workshops as a part of the UMR CHAMPS Lifeskills Program.
(Intercollegiate Athletics)

Action Item B:

Develop and implement a freshmen convocation as a part of the Freshman Leadership and Success Program to increase exposure to leadership.
(Student Affairs)

Action Item C:

Expose faculty to the Seven Principles of Good Practice in Undergraduate Education and give them an opportunity to discuss their thoughts about them with their colleagues through meetings and organized workshops. Students will also be exposed to our goals in this area and will be given an opportunity to comment on how well faculty are meeting our goal of adopting these principles.
(Dean of Engineering and Chairs)

Action Item D:

Organize an MEP diversity "think tank" made up of faculty, administrators, students, alumni, and corporate representatives to help fully understand how the principles might be utilized to improve learning for minorities and women in engineering.
(Minority Engineering Program)

1.2 Integrate research, creative activities, and other experiential

learning opportunities (i.e., internships, study abroad, cooperative education, community service) into the educational experience of all students.

Action Item A:

Find a way to measure the involvement of our students in research, creative activities, internships, study abroad, cooperative education, community service and other experiential learning opportunities.

(Dean of Engineering)

Action Item B:

Implement measures to increase minority student involvement by 25% in these experiences.

(Minority Engineering Program)

- 1.3 Strengthen the learning connection between students and faculty through collaborative learning experiences, improved academic advising, and faculty-peer mentoring.

Action Item A:

Identify existing and create new learning communities where faculty, students, and staff collaborate to enhance learning and achievement.

(Student Affairs)

Action Item B:

Develop a wireless networked laptop computer lab supporting collaborative learning and supervised problem solving laboratories in Statics.

(Chair of Basic Engineering)

Action Item C:

Promote a pre-med program.

(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item D:

Firm up a budget, establish permanent space and put the education certification program on a sound footing.

(Dean of Arts and Sciences)

Action Item E:

Implement the recommendations of the Retention Committee.

(Chancellor's Staff Group)

- 1.4 Create mechanisms to encourage interdisciplinary education for all students, particularly undergraduates.

Action Item A:

Expand the LEAD—Learning Enhancement Across the Discipline—Centers to other departments beyond the Physics Learning Center.
(Student Affairs)

Action Item B:

Support faculty efforts to improve and increase writing instruction across the disciplines.
(Director of Writing Center)

Action Item C:

Assist in the establishing of an interdisciplinary business program.
(Dean of Arts and Sciences)

- 1.5 Design learning experiences for graduate students that improve their ability and enhance their future potential to be effective teachers and scholars.

Action Item A:

Secure approval of a graduate program in Biological Sciences.
(Dean of Arts and Sciences)

Action Item B:

Provide sequence of three graduate level writing courses for engineering students with ongoing, recursive instruction in clear style and coherent visual design with an emphasis on writing to particular real audiences (IGERT).
(Director of Writing Center)

- 1.6 Establish appropriate teaching and learning support services (i.e., training, technical and instructional design assistance, and other academic services) that promote the creation of effective learning environments.

Action Item A:

Adopt a software system standard for web-assisted instruction in the School of Engineering. With the assistance of the Instructional Software Development Center, we will make available to all interested faculty the ability to utilize this software in their classes.

(Director of Instructional Development Software Development Center)

Action Item B:

Provide informational seminars and workshops for faculty on effective writing and the teaching of writing.

(Director of Writing Center)

Action Item C:

Support Web site design/development efforts of campus departments that are critical to the success of focusing on a learning environment.

(Public Relations)

Action Item D:

Coordinate the redesign of the UMR World Wide Web Gateway (www.umn.edu) in support of Objective 1.

(Public Relations)

Action Item E:

Implement PeopleSoft Student Records. Work with ASP on training for PeopleSoft.

(Registrar and Admissions)

Action Item F:

Successful implementation of PeopleSoft admit/recruit and financial assistance.

(Registrar and Admissions)

Action Item G:

Review and revise transfer credit process to provide more detailed information for prospective students and more specific course equivalencies for current students' degree audits.

(Registrar)

Action Item H:

Put the Residency Rules along with Frequently Asked Questions on the web.

(Registrar)

Action Item I:

Compile and use statistics of books, journals and media formats and monitor electronic database use to aid collection development decisions.

(Library)

Action Item J:

Investigate the feasibility of developing a self-paced Web-based library instruction tutorial.

(Library)

Objective 2: Assess learning outcomes continuously and use results to improve the learning process and experience of students.

Action Steps: 2.1 Clarify and define learning goals and/or competencies graduates should possess.

Action Item A:

Relook at learning goals for each department in the School of Engineering as stated in ABET self-evaluation (for undergraduate programs) and the NCA self-evaluation (for graduate programs) and modify or reconfirm those goals.

(Department Chairs in School of Engineering)

Action Item B:

Review each program in the School of Mines and Metallurgy to ensure its statement of objectives and desired student outcomes and ensure that they are present in brochures and on the web sites.

(Associate Dean and Chairs in Mines and Metallurgy)

2.2 Design more effective means of assessing learning in general education and in specific disciplines.

Action Item A:

Develop a schedule for EC2000 compliance and self-study preparation for each program in the School of Mines and Metallurgy.

(Associate Dean and Department Chairs in Mines and Metallurgy)

Action Item B:

Establish an internal review team for the School of Mines and Metallurgy.
(Associate Dean of Mines and Metallurgy)

Action Item C:

Develop a schedule for EC2000 compliance and self-study preparation for each program in the School of Engineering, including Computer Engineering as a new School of Engineering program.
(Associate Dean and Department Chairs in School of Engineering)

- 2.3 Ensure that students receive timely feedback on performance in course work and counsel on ways of improving.

Action Item A:

Each program in the School of Mines and Metallurgy will document its planning process to ensure that there is feedback loop between assessment and curricular improvement.
(Associate Dean and Department Chairs in Mines and Metallurgy)

- 2.4 Integrate results of assessment into the learning environment to promote improvement in the curriculum and instructional delivery systems.

Action Item A:

Continue analysis of data relating to students' pre-entry academic achievement, achievement at UMR, demographic characteristics, standardized test performance, and survey responses, for their retention implications.
(Academic Assessment)

Action Item B:

Document the results of assessment in the changes in curriculum and instructional delivery for each department in the School of Engineering
(Department Chairs in the School of Engineering)

- 2.5 Evaluate assessment programs and activities to identify opportunities for improvement in processes and systems.

Objective 3: Ensure that co-curricular activities and programs support learning objectives and produce measurable outcomes.

Action Steps: 3.1 Forge partnerships and develop structures supporting collaboration, between student affairs and academic affairs, that improves the learning process and experience of students.

Action Item A:

Implement summer bridge program ("Hit the Ground Running") to enhance the preparation for incoming freshman in chemistry, math, and student success skills.

(Center for Personal and Professional Development)

Action Item B:

Train student leaders in techniques of peer-led focus groups to help assess the level of satisfaction with co-curricular activities.

(Student Activities)

Action Item C:

Implement the residency component for the Voyager Program in Thomas Jefferson Hall.

(Residential Life)

3.2 Cultivate environments that build learning communities to connect students, faculty, and staff, and encourage and promote student learning and personal development.

Action Item A:

Encourage and support the activities of the Design Competition Center to create the infrastructure and educational programs to allow students, faculty and staff to work together to produce nationally competitive teams.

(Basic Engineering)

Action Item B:

Develop a set of expectations and responsibilities for both faculty and students in the School of Engineering that are accepted by both parties and designed to promote a learning community.

(Department Chairs in School of Engineering)

Action Item C:

Design and implement a leadership-training weekend for officers of minority and targeted non-minority student organizations to improve cross-cultural diversity training and personal career development.

(Director of Minority Engineering)

Action Item D:

Cooperate with Student Affairs units to link students and advisors in Freshman Engineering to key instructors in "gateway" courses and living environments in order to enhance student academic performance and integration into the UMR environment.

(Chair of Basic Engineering)

Action Item E:

Enroll at least 5 additional Contracted MSIII (junior) cadets.

(Chair of Military Science)

Action Item F:

Enroll at least 56 freshmen in a military science course.

(Chair of Military Science)

Action Item G:

Establish an alumni support network for ROTC.

(Chair of Military Science)

Action Item H:

Improve the recruitment of first-time, full-time freshmen through coordination of the efforts of the admissions office and psychology faculty.

(Chair of Psychology)

3.3 Continuously assess student support programs and services to ensure they promote and improve student learning and personal development.

Action Item A:

Measure the development of leadership behaviors of the Orientation Student Advisory Committee members.

(Center for Personal and Professional Development)

Action Item B:

Hire a consultant to assess underrepresented minority and female engineering students' perceptions of their UMR college experiences.

(Director of the Minority Engineering)

Action Item C:

Review placement data and ensure that the School of Mines and Metallurgy web site has current data.

(Chairs and web-support staff in the School of Mines and Metallurgy)

Action Item D:

Update Chemistry laboratories and equipment for better course delivery and safety.

(Dean of Arts and Sciences)

Action Item E:

Improve student services for undergraduate and graduate students.

(Director of Writing Center)

Action Item F:

Move and re-establish the psychology lab from the Buehler Building to newly assigned space.

(Chair of Psychology)

Objective 4: Integrate appropriate technology into the curriculum to improve student learning.

Action Steps: 4.1 Adopt the Principles of Good Practices for Electronically Offered Academic Degree and Certificate Programs.

Action Item A:

Assess the electronically offered degree programs in Systems Engineering and Engineering Management using the Principles of Good Practices for Electronically Offered Academic Degree and Certificate Programs.

(Chair of Engineering Management and Director of Systems Engineering Program)

4.2 Create a system-wide cooperative instructional development and distribution capability that uses technology to enrich teaching and provide a variety of student learning opportunities.

Action Item A:

Assess campus demand for design, installation and maintenance for high technology classrooms; based on that assessment develop job description(s) for new staff position(s) needed.

(Video Communications Center)

4.3 Adopt common technical standards and technology-based

learning experiences to ensure consistent and uniform systems for delivering learning opportunities to students.

Action Item A:

Develop a web-based asynchronous learning system in Schrenk 140 that delivers web content learning modules to students via an intelligent control agent that provides automatic scoring and immediate feedback.

(Chair of Chemical Engineering)

Action Item B:

Establish evaluation guidelines for faculty participating in electronic teaching and publishing.

(Chair of History and Political Science)

Action Item C:

Deployment of a Windows NT software suite to improve reliability.

(Computing Services)

Action Item D:

Implement fully and bring to full operational capability the multimedia classroom in Engineering Management 103. Develop an operational support plan that will encourage a broad spectrum of faculty usage of the facility for multimedia courses.

(Chair of Engineering Management)

Research and Scholarship

Strategic Goal: Achieve a nationally competitive position in research and scholarship in targeted areas that promote the achievement of each campus mission.

Objective 1: Create an organizational environment that promotes continuous improvement in the University's research and scholarly capacity, productivity, and funding.

Action Steps: 1.1 Set high standards of performance and quality in research and scholarship.

Action Item A:

Increase the external research grants in the School of Engineering from \$60K per faculty to \$120K per faculty within three years.

(Center Directors and Chairs in the School of Engineering)

Action Item B:

Increase the number of research publications in the School of Engineering by 50% within three years.

(Center Directors and Chairs in the School of Engineering)

Action Item C:

Appoint and publicize the newly endowed professorship in the Humanities and have him/her present public lectures.

(Dean of Arts and Sciences)

Action Item D:

Continue to reduce SCH/FTE ratio for Computer Science by adding faculty to the department. The SCH/FTE will provide the measure of success.

(Dean of Arts and Sciences and Chair of Computer Science)

Action Item E:

Increase enrollment.

A. Individually contact students who apply to UMR by email or by phone.

B. Student recruiting trips.

(Chair of Computer Science)

Action Item F:

Secure a research funding increase by insisting faculty members all submit at least one proposal per year.

(Dean of Arts and Sciences and Chair of Psychology)

- 1.2 Target areas for research excellence that build on existing or potential strengths and represent emerging areas of future funding opportunity.

Action Item A:

Target the following areas for research excellence: Information Technologies, Nano-Technologies and Microelectromechanical Systems, Counter-Terrorism, Infrastructure Systems, Environmental Systems, Virtual Reality Applications to Engineering Systems, Biosystems and Integration with Engineering Systems, Management of technology, and Manufacturing.

(Center Directors in the School of Engineering)

Action Item B:

Develop new research areas in bio- and biomimetic materials. Explore potential for Whitaker Foundation grant.

(Mines and Metallurgy)

Action Item C:

Develop new research areas in virus and DNA detection mechanisms.

(Mines and Metallurgy)

Action Item D:

Research in septic tank design and operation done collaboratively with industry will be pursued by Geological Engineering.

(Chair of Geological Engineering)

Action Item E:

Work with the Department of Biological Sciences on bio-materials and on the development of a "safe" laboratory.

(Mines and Metallurgy)

Action Item F:

Consider interdisciplinary research into sensors for well logging.

(Mines and Metallurgy)

Action Item G:

Initiate research into mining issues: aggregate mining and processing, coal-slurry recovery, comminution, slope stability, location of abandoned mines, health and safety, etc.

(Chair of Mining)

Action Item H:

Develop a Surficial Materials Institute within Geological

Engineering and Geology and Geophysics.
(Mines and Metallurgy)

Action Item I:

Develop collaborative research in Nuclear Engineering on
Generation Four reactors.
(Mines and Metallurgy)

Action Item J:

Plan for expansion of fabrication research in Metallurgical
Engineering.
(Mines and Metallurgy)

Action Item K:

Expand Seismic Hazards identification research.
(Mines and Metallurgy)

Action Item L:

Expand instructional use of 3-D seismic computational
facilities and consider potential for research.
(Mines and Metallurgy)

Action Item M:

Define better and expand the School of Mines and
Metallurgy's contribution to Home-land defense.
(Mines and Metallurgy)

Action Item N:

Research the use of water jets for concrete and road-surface
repairs.
(Mines and Metallurgy)

Action Item O:

Increase external research support.
A. Continue to encourage and work with beginning research
faculty.
B. Continue to provide graders and other forms of help to
faculty.
C. Continue to work with development office to increase
funding support for graduate research students.
(Dean of Arts and Sciences and Department Chairs)

Action Item P:

Fund an additional endowed scholarship.
(Chair of History and Political Science)

Action Item Q:

Build up the faculty in the Mathematics and Statistics Department by locating funds to hire replacements for faculty lost to retirements.

(Chair of Mathematics and Statistics)

Action Item R:

Hire a tenure track faculty member in theoretical solid state physics.

(Chair of Physics)

- 1.3 Establish an appropriate level of investment of internal funds in research that result in increasing levels of external sponsored research.

Action Item A:

Review Mission Enhancement budgets to see if new faculty member additions can be afforded.

(Mines and Metallurgy)

- 1.4 Establish and evaluate faculty workloads to achieve performance and productivity expectations in research and scholarship.

Action Item A:

Continue to establish a school-wide faculty workload model and establish performance expectations in the School of Engineering.

(Dean of Engineering)

Action Item B:

Prepare a faculty load document.

(Vice Chancellor for Academic Affairs and Deans)

Action Item C:

Increase research productivity of departmental faculty by enhancing the importance of the research component in the model of performance evaluation.

(Chair of Economics)

- 1.5 Develop the facilities, technology, and administrative infrastructure necessary to promote quality and competitive research and scholarship.

Action Item A:

Develop capital campaign for physical expansion of MRC.

(Mines and Metallurgy)

Action Item B:

Continue to improve support for faculty members' research efforts.

(Mines and Metallurgy)

Action Item C:

Help capital expansion of MRC by identifying research programs that need new or additional space.

(Mines and Metallurgy)

Action Item D:

Update Chemistry laboratories and equipment for better course delivery and safety.

(Dean of Arts and Sciences)

Action Item E:

Seek authorization to conduct searches and hire faculty to replace retiring faculty, one or two to support the new graduate program and a laboratory manager.

(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item F:

Hire an additional person during the 1999-2000 academic year; this is in the expectation of pursuing a graduate program in the discipline.

(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item G:

Assist Biological Sciences in the appointment of their third mission enhancement faculty member and begin the process of establishing a graduate program in that department.

(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item H:

Establish a department of Speech Communication, Fine and Performing Arts.

(Dean of Arts and Sciences)

Action Item I:

Develop a research home page with links to other sources of information.

(Academic Affairs)

Action Item J:

Develop an on-line grant data form with links to background information.

(Academic Affairs)

Action Item K:

Reopen campus matching funds window.
(Academic Affairs)

- 1.6 Develop intellectual alliances within the University and with partners outside the institution to expand research capacity and productivity.

Action Item A:

Work to enhance its alliances with the following entities: Ft. Leonard Wood (hire a liaison), Lemay Composite Center, Missouri Research Park, key industry, other universities (developing joint proposals in targeted areas and for graduate student recruitment).
(Dean, Chairs, and Center Directors in Engineering)

Action Item B:

Arrange for exchange of information within the School on faculty interests and activities.
(Mines and Metallurgy)

Action Item C:

Identify School of Mines and Metallurgy research priorities and market them internally and externally.
(Chair in Mines and Metallurgy)

Action Item D:

Identify additional industrial collaborative partners.
(Chairs in Mines and Metallurgy)

Action Item E:

Increase the impact of the Writing Across the Curriculum program in the School of Engineering.
(Director of Writing Center)

Action Item F:

Propose the establishment of a master's degree in applied statistics with special emphasis on training statisticians to work in an industrial setting.
(Dean of Arts and Sciences and Chair of Mathematics and Statistics)

Objective 2: Increase the University's leadership in the development of research policy at the state, national, and international level.

- Action Steps:
- 2.1 Work closely with Congressional delegation to define research policy and garner increased research funding from federal programs.
 - 2.2 Actively engage in research policy committees of national organizations such as National Association of State Universities and Land Grant Colleges, American Association of Universities, and the American Association of State Colleges and Universities.

Action Item A:

Complete pilot research project in the transference of writing skills from discipline to discipline (Council of Writing Program Administrators' Grant).
(Director of Writing Center)

- 2.3 Expand and improve collaboration with state agencies and officials on research policy that impacts the economic and social health of the state.

Action Item A:

Take the academic lead on the Missouri Research/Technology Park at Fort Leonard Wood.
(Fort Leonard Wood Liaison)

Action Item B:

Improve Federal "White Paper" Process.
(Academic Affairs)

- 2.4 Increase involvement in the development of international research policy formulation.

Action Item A:

Encourage faculty to participate in appropriate forums such as NATO meetings.
(Chairs in Mines and Metallurgy)

Program Access and Quality

Strategic Goal: Ensure program access and quality to provide educational opportunity, compete effectively, and achieve national recognition.

Objective 1: Provide access and appropriate assistance for all who demonstrate the ability to benefit from educational programs provided by the University.

Action Steps: 1.1 Enroll, retain, and graduate highly-qualified and talented students at all levels.

Action Item A:

Create, disseminate and implement a comprehensive recruiting, marketing and retention plan.

(Enrollment Management Council, Enrollment Management Task Force)

Action Item B:

Hire a full-time professional recruiter in the School of Engineering to focus the efforts on recruiting high school students.

(Dean of Engineering)

Action Item C:

Assign faculty volunteers to act as a point of contact and as a resource person for the top 100 high schools that supply freshmen to UMR.

(Chair of Electrical and Computer Engineering)

Action Item D:

Plan for more Jackling Institute events in which the participants can bond with the School and its students and faculty.

(Associate Dean of Mines and Metallurgy)

Action Item E:

Encourage more laboratory experience in Jackling I: use of multiple stations to keep individual groups small; Jackling students to mingle with existing undergraduate and graduate students.

(Chairs of Mines and Metallurgy)

Action Item F:

Contact slow-to-confirm applicants to the Jackling Institute.

(Chairs of Mines and Metallurgy)

Action Item G:

Establish a competition for a new name for the Jackling Institute.

(Associate Dean of Mines and Metallurgy)

Action Item H:

Work with UMR webmaster to improve links to graduate pages.

(Associate Dean of Mines and Metallurgy)

Action Item I:

Track applications for graduate study within the Dean's office in the School of Mines and Metallurgy.

(Associate Dean of Mines and Metallurgy)

Action Item J:

Respond to applicants to graduate study via e-mail when they apply.

(Associate Dean of Mines and Metallurgy)

Action Item K:

Establish a summer camp experience in Nuclear Engineering for high school students that will be similar to but not in conflict with Jackling.

(Chair of Nuclear Engineering)

Action Item L:

Make a commitment to a summer program, "Hit the Ground Running," with a major A&S component. We will develop an additional separate A&S summer institute for next summer.

(Dean of Arts and Sciences)

Action Item M:

Gain approval and implementation of the proposed B.A. degree in Biological Sciences.

(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item N:

Gain approval and implementation of the proposed M.S. degree in Applied and Environmental Biology.

(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item O:

Implement a more aggressive recruiting campaign to attract undergraduate and graduate students in Biological Sciences to UMR.

(Chair of Biological Sciences)

Action Item P:

Develop and implement methods of increasing visibility of Biological Sciences at UMR and increase awareness of high school students in regard to available opportunities.

- A. Develop and maintain attractive web site and brochure
- B. Install appropriate identification signs on Schrenk Hall
- C. Increase faculty visits to feeder high schools.
- D. Personally contact selected prospective students by telephone and email.
- E. Encourage more involvement of current students in recruiting efforts.

(Chair of Biological Sciences)

Action Item Q:

Work more aggressively to recruit undergraduate majors.

(Dean of Arts and Sciences and Chair of Chemistry)

Action Item R:

Attend high school recruiting meetings in St. Louis, Kansas City, Springfield and other Missouri cities to aid in recruiting students to the department of Computer Science.

(Dean of Arts and Sciences and Chair of Computer Science)

Action Item S:

Increase the number of economics majors by 10% through increased outreach activities to the campus and to the community.

(Chair of Economics)

Action Item T:

Create a recruiting brochure aimed at potential majors at secondary schools.

(Dean of Arts and Sciences)

Action Item U:

Evaluate History Department's teacher certification program and make it more competitive with certification programs on other campuses.

(Chair of History and Political Science)

Action Item V:

Attract more graduate students in Mathematics and Statistics.

(Chair of Mathematics and Statistics)

Action Item W:

Increase the number of undergraduate majors in Philosophy to ten.

(Dean of Arts and Sciences and Chair of Philosophy and Liberal Arts)

Action Item X:

Increase the number of undergraduate Physics majors.

(Dean of Arts and Sciences and Chair of Physics)

Action Item Y:

Complete a study on the feasibility of adding Physical Education as part of the university's education certification.

(Dean of Arts and Sciences and Chair of Physical Education and Recreation)

Action Item Z:

Explore accreditation of the Management Systems program.

(Dean of Arts and Sciences and Director of Management Systems)

Action Item AA:

Implement a new curriculum as approved by the Management Systems Committee, and aggressively recruit both first-time freshmen and transfer students.

(Director of Management Systems)

Action Item BB:

Develop, design, and help coordinate the admissions direct mail marketing publications and recruitment material. (i.e. PSAT, Viewbook, Miner Monday, Spring and Fall Open House)

(Publications)

Action Item CC:

Assist various departments, such as minority engineering and international affairs, with their recruitment publications.

(Publications)

Action Item DD:

Secure private funding for scholarships/assistantships to support the selectivity, diversity, and affordability needs of the campus.

(Development Office)

Action Item EE:

Establish a point of contact between a faculty member in the Department of Chemical Engineering and the chemistry teacher as a resource person for the top high schools that supply freshmen to UMR.

(Chair of Chemical Engineering)

1.2 Attain a diverse student population in its ethnic, social, and economic composition.

Action Item A:

Improve Departmental web pages to emphasize graduate studies as well as undergraduate.

(Chairs of the School of Mines and Metallurgy)

Action Item B:

Set up a Corporate Development Council Committee to review and develop short and long term goals for the Women in Engineering program.

(Director of Minority Engineering)

Action Item C:

Identify and seek appropriate financial and human resources to plan, design, and set up a St. Louis base satellite office to inform, motivate, and recruit underrepresented minority and female students.

(Director of Minority Engineering)

Action Item D:

Work with the departments within the School of Engineering and others that wish to participate to develop departmental diversity recruitment and retention goals and recruiting programs.

(Director of Minority Engineering)

Action Item E:

Establish a team of faculty and staff to develop a plan to recruit and retain minorities and females into graduate programs in science and engineering.

(Director of Minority Engineering)

Action Item F:

Work with International Affairs on a folder/publication for international recruitment.

(Publications)

Action Item G:

Work with design and development of recruitment and marketing material for various departments on campus to meet their recruitment and marketing efforts.
(Publications)

- 1.3 Where appropriate, create mechanisms to meet the growing needs of adult and non-traditional learners.

Action Item A:

Expand the Systems Engineering degree distance education programs where appropriate.
(Chair of Engineering Management and Director of Systems Engineering Program)

Action Item B:

Develop a plan to establish access to BS engineering programs throughout the state using distance education. Devise means for providing laboratory experiences to distance learning students.
(Chairs in Engineering)

Action Item C:

Begin implementation of Manufacturing masters degree programs and distance education components where appropriate.
(Director of Manufacturing Education Program)

- 1.4 Maintain educational fees, required charges, and student financial aid at levels to ensure the University is financially affordable.

Action Item A:

Implement new scholarship descriptions and guidelines, including the use of scholarships as a recruiting tool. Scholarship applications will be sent to prospective majors, encouraging them to apply.
(Chair of English)

Action Item B:

Continued evaluation of net revenue and strategies with emphasis on feasibility of a four-year loan forgiveness program.
(Registrar and Admissions)

- 1.5 Target student aid to meet the financial needs of deserving students and recognize outstanding academic achievement.

Action Item A:

Establish a \$1,000 scholarship for students who will do either a double major in a science discipline and one in the liberal arts, or a major in one and a minor in another.
(Dean of Arts and Sciences)

Action Item B:

Enroll greater numbers of five-year master fellowship students in the Physics department.
(Dean of Arts and Sciences and Chair of Physics)

Action Item C:

Facilitate freshman scholarships by allowing departmental scholarship monies to be included in the original offers.
(Vice Chancellor for Academic Affairs and Deans)

- 1.6 Ensure graduate programs are nationally competitive by providing adequate stipends and financial assistance to graduate teaching and research assistants.

Objective 2: Provide a program mix consistent with the mission and resource base of each campus and Outreach/Extension.

- Action Steps: 2.1 Review and revise program inventory to ensure appropriate program breadth and depth consistent with mission and current state needs.

Action Item A:

Plan new education programs in information technology.
(Director of ISC, Chair of ECE, Computer Science)

Action Item B:

Continue to offer off-campus degree programs jointly by Geology and Geophysics and Geological Engineering for serving officers at Fort Leonard Wood. The first pilot is underway. Program development will continue.
(Mines and Metallurgy)

Action Item C:

Consider standards for admission to non-research graduate degrees such as the one above in the School of Mines and Metallurgy.
(Chairs in Mines and Metallurgy)

Action Item D:

Begin planning for science-oriented master's degrees for teachers (e.g. earth science) in the School of Mines and Metallurgy.

(Associate Dean of Mines and Metallurgy)

Action Item E:

Plan for courses and for a degree in one or more of the following areas: electronic materials, nano-materials, advanced materials, smart materials, composites, bio-materials as well as biomimetic materials. etc..

(Mines and Metallurgy)

Action Item F:

Implement the joint M. S. in Manufacturing.

(Mines and Metallurgy)

Action Item G:

Develop course or courses in environmental remediation.

(Mines and Metallurgy)

Action Item H:

Develop a course or courses in energy sources and resources. This may be team taught from a number of our departments.

(Chairs in Mines and Metallurgy)

Action Item I:

Consult with Dr. Merrill Stevens on the interest of Fort Leonard Wood in these courses and other topics such as quarrying.

(Dean and Chairs in Mines and Metallurgy)

Action Item J:

Create a short course on demilitarization.

(Mines and Metallurgy)

Action Item K:

Develop a course or series of courses on Nano-technology.

(Mines and Metallurgy)

Action Item L:

Review the School of Mines and Metallurgy participation in Basic Engineering and the assignment of SCH's to participating faculty members' home departments.

(Dean of Mines and Metallurgy)

Action Item M:

Offer a minor in Theatre.
(Dean of Arts and Sciences)

Action Item N:

Hire tenure track faculty in Modern Languages, particularly in French, Spanish and Russian as a first step toward the creation of a Department of Modern Languages.
(Dean of Arts and Sciences)

Action Item O:

Achieve funding and complete a search for a regular, full-time director of teacher certification.
(Dean of Arts and Sciences)

Action Item P:

Gain approval and implementation of the proposed M.S. degree in Applied and Environmental Biology.
(Dean of Arts and Sciences and Chair of Biological Sciences)

Action Item Q:

Offer economics degree options tailored to several academic interests including: computer science, finance, energy and natural resources, and international.
(Chair of Economics)

Action Item R:

Finalize a cooperative B.S. in Business Administration with UMC and the cooperative M.A. in Economics with UMSL.
(Dean of Arts and Sciences and Chair of Economics)

Action Item S:

Implement the use of writing intensive (WI) and writing emphasized (WE) courses in the curriculum.
(Chair of English)

Action Item T:

Initiate and conduct a search for a replacement condensed matter theorist to replace retiring faculty.
(Chair of Physics)

Action Item U:

Develop and begin implementation of a two semester algebra-based college physics course.
(Chair of Physics)

Action Item V:

Review and update curriculum requirements for the M.S. and Ph.D. degrees in physics.
(Chair of Physics)

Action Item W:

Plan new education programs in Management of Technology.
(Chair of Engineering Management)

Action Item X:

Consider new programs in architectural engineering and construction engineering.
(Chair of Civil Engineering)

Action Item Y:

Propose new program in Bio-Informatics Engineering.
(Chair of Electrical and Computer Engineering, Computer Science, Mathematics, Director of Bio-Informatics Program)

2.2 Assess capability of existing resource base to support current program mix at acceptable levels of quality and achieve appropriate alignment between programs and resources.

2.3 Develop programs across the system in a coordinated manner to make the most effective use of resources, to maximize benefits, and to control costs.

Action Item A:

Recruit students for the cooperative M.A. History and Political Science Program with UMSL.
(Dean of Arts and Sciences and Chair of History and Political Science)

Objective 3: Continually assess program quality to ensure that high standards of academic excellence are consistently attained.

- Action Steps:
- 3.1 Review and revise, as applicable, system-wide program review standards and procedures.
 - 3.2 Assess existing programs to determine their applicability and contribution to the University's mission and quality standards.

Action Item A:

Improve administrative oversight of tutor training and program assessment.
(Director of Writing Center)

- 3.3 Use the results of program review to drive decisions on program enhancement, expansion, and/or continuation.
- 3.4 Require each proposed academic program to address academic quality standards prior to approval.

Objective 4: Target future investments to enhance program quality in those areas that build on existing or potential strengths, reinforce current mission enhancement initiatives, and lead to national recognition.

- Action Steps:
- 4.1 Develop a resource allocation process and incentives that encourage continual improvement in program quality.

Action Item A:

Establish priorities for replacement and expansion of faculty in each department in the School of Mines and Metallurgy.
(Dean and Chairs in Mines and Metallurgy)

Action Item B:

Consider developmental activities to prepare current faculty members in the School of Mines and Metallurgy who are performing above expectation to become Curators' Professors.
(Dean and Chairs in Mines and Metallurgy)

4.2 As appropriate, fund quality improvements through targeted redistribution of resources.

4.3 Increase private funding to invest in quality improvement initiatives.

Action Item A:

Establish a History graduate list-serve which will enhance recruitment efforts and increase gifts from graduates.
(Chair of History and Political Science)

Action Item B:

Raise \$800,000 through the MSM-UMR Alumni Association Annual Fund.
(Alumni/Constituent Relations)

Action Item C:

Increase the MSM-UMR Alumni Association's unrestricted endowment to \$1 million.
(Alumni/Constituent Relations)

Action Item D:

Increase the MSM-UMR Alumni Association's restricted endowment to \$5 million.
(Alumni/Constituent Relations)

4.4 Leverage current investment in endowed chairs and professorships to improve program quality.

State, National, and International Needs

Strategic Goal: Attain national recognition for leadership and innovation in responding to high-priority state, national, and international needs in education, research, and service.

Objective 1: Focus on outreach opportunities in which the University can make unique contributions by addressing social, cultural, economic, and public policy needs.

Action Steps: 1.1 Build outreach activities around on-going educational, research, and service activities based on external needs and institutional capabilities.

Action Item A:

Emphasize media relations efforts that support the outreach activities.

(Public Relations)

Action Item B:

Develop summer programs which provide options to students of varying ages.

(Outreach/Continuing Education)

1.2 Enhance and expand working relationships with K-12 and community colleges to foster a seamless educational system and promote lifelong learning.

Action Item A:

Initiate a major activity in the School of Engineering which incorporates K-12 involvement across the state.

(Dean of Engineering)

Action Item B:

Advertise availability of teacher certification through the A&S College.

(Dean of Arts and Sciences)

Action Item C:

Firm up a budget, establish permanent space and put the education certification program on a sound footing.

(Dean of Arts and Sciences)

Action Item D:

Emphasize media relations efforts that support UMR economic development and technology transfer activities.

(Public Relations)

Action Item E:

Develop promotional piece that identifies all pre-college activities hosted ages at UMR, both fee based and community service.

(Outreach/Continuing Education)

- 1.3 Support activities that promote economic development and technology transfer, and that meet the research and human resource development needs of the state and nation.

Action Item A:

Develop media relation efforts to promote the MS degree program in manufacturing engineering.

(Public Relations)

Action Item B:

Strengthen MRTC with mission enhancement funds to allow year round leadership.

(Outreach/Continuing Education)

- 1.4 Develop cooperative activities with schools, business and industry, government agencies, and nonprofit organizations that lead to the development of public policy that promotes the social, cultural, and fiscal well-being of communities in the state.

Action Item A:

Explore the feasibility of providing sexual harassment prevention certification to small, non-profit businesses in the State of Missouri through use of the campus' interaction computer program on presenting sexual harassment as a service to the State.

(Affirmative Action Officer)

Action Item B:

Facilitate an agreement with the National Faculty, a non-profit organization out of Atlanta, GA with federal funding, to place a program director in the College who will arrange the delivery of content-based professional development to the area's high school teachers.

(Dean of Arts and Sciences)

Objective 2: Coordinate and integrate university resources that address high-priority state, national, and international needs in education, research, and service.

- Action Steps:
- 2.1 Develop a system-wide assessment capability to monitor trends, needs, and priorities at community, state, national, and international levels.
 - 2.2 Develop an inventory of faculty expertise and research competencies.

Action Item A:

Achieve professional registration in the state of Missouri of 50% of the faculty and 100% of our department chairs in the School of Engineering within the next three years.
(Dean and Chairs in Engineering)

Action Item B:

Develop an inventory of faculty expertise and a system to match needs with expertise.
(Dean of Engineering)

- 2.3 Establish systems to match faculty expertise with identified needs.

Objective 3: Communicate the availability and facilitate the delivery of programs and services to constituencies.

- Action Steps:
- 3.1 Develop a communication plan that promotes the University's programs and services and demonstrates the benefits, contributions, and economic impact of the University on its constituencies.

Action Item A:

Create Study Abroad Advisory Committee to build awareness of programs, advertise programs, and build faculty support.
(International Affairs)

Action Item B:

Design a brochure advertising the degree programs in the College – this brochure to be made available for internal and external use.
(Dean of Arts and Sciences)

Action Item C:

Establish a “traveling display case” that will be taken to College promotion programs at community colleges and high schools across the state.

(Dean of Arts and Sciences)

Action Item D:

Draft a letter which will be sent to all high school students expressing interest in UMR, extolling the virtue of an A&S education and encourage attention to our degree programs.

(Dean of Arts and Sciences)

Action Item E:

Change the A&S web page and undergraduate catalogue to eliminate the picture of the welder from the A&S information, and change the description to more accurately depict what Arts and Sciences has to offer.

(Dean of Arts and Sciences)

Action Item F:

Continue to make regular presentations about A&S to the “Miner Mondays” session for students and parents.

(Dean of Arts and Sciences)

Action Item G:

Coordinate and fund a campus-wide photo shoot with nationally-known photographer Jason Jones.

(Publications)

Action Item H:

Hire a photographer on an annual or semi-annual basis to take lab and campus shots that can be used in marketing UMR.

(Publications)

Action Item I:

Recognize and promote faculty research efforts by writing and preparing news feature stories about faculty research projects on campus and elsewhere. Send stories to major media outlets across the United States including television, newspapers, radio, and technical journals.

(Public Relations)

Action Item J:

Promote faculty research and creative work through the publication of articles and feature stories in the MSM-UMR Alumnus magazine.

(Publications)

Action Item K:

Develop a communication plan that promotes the University's programs and services and demonstrates the benefits, contributions, and economic impact of the University on its constituencies.

(Public Relations)

Action Item L:

Ensure that UMR communicates through its publications, ads, and targeted media the availability of programs offered by UMR.

(Publications)

Action Item M:

Design the print ads for the UMR engineering management master's degree program being offered via video and Internet, throughout the State of Missouri.

(Publications)

Action Item N:

Advance the name of the campus through KUMR's statewide programming soon to be disseminated on commercial as well as public stations throughout Missouri using the "Missouri Impact" program.

(KUMR)

Action Item O:

Use KUMR's on-line broadcast streaming to provide global access to UMR with shows like "Major Miners" where UMR is featured.

(KUMR)

- 3.2 Develop innovative ways to facilitate technology transfer between the University and state, national, and international institutions and organizations.

Objective 4: Leverage international opportunities to serve the interest of the University and state.

Action Steps: 4.1 Identify global regions of interest and priorities and develop global linkages that enrich student learning.

Action Item A:

Implement agreements with universities similar to UMR in the Czech Republic and Poland.
(International Affairs)

Action Item B:

Sponsor a Fulbright Scholar and implement program to develop Fulbright participants on campus.
(Department Chair in Engineering)

4.2 Establish faculty and student leadership programs to engender international experience.

4.3 Seek approaches to significantly increase the University's effort in securing grants and contracts in foreign countries from organizations such as the World Bank, United States Agency for International Development, International Monetary Fund, and the United Nations.

Academic and Administrative Processes and Systems

Strategic Goal: Develop effective and efficient academic and administrative processes, systems, and structures that support continuous improvement in the four critical success areas.

Objective 1: Attain the highest level of performance and productivity from university employees.

Action Steps: 1.1 Recruit and retain faculty and staff with demonstrated competencies for high productivity and outstanding performance.

Action Item A:

Designate a faculty member in History and Political Science who will devote a significant portion of his/her time to the advising and retention of students.

(Chair of History and Political Science)

Action Item B:

Attend an internal workshop on teaching and effectiveness by the faculty in Computer Science.

(Dean of Arts and Sciences and Chair of Computer Science)

1.2 Establish systems that appropriately recognize and reward outstanding teaching, outreach, and research and scholarship that lead to improvement in student learning and strengthen the research, scholarly, and service reputation of the University.

Action Item A:

Prepare a procedure for awarding the faculty incentive awards (bonus).

(Vice Chancellor for Academic Affairs and Deans)

1.3 Provide leadership and managerial development opportunities for academic and administrative leaders.

Action Item A:

Plan and begin preparing conversion of a module of the leadership and staff development programs into web-based multi-media presentations.

(Human Resource Services)

1.4 Design training and professional development opportunities that increase skill levels, competencies, and productivity of staff.

Action Item A:

Develop a new multimedia-based employee orientation program.

(Human Resource Services)

Action Item B:

Expand the use of multimedia in the Administrative Services web-based training materials

(Centralized Printing and Mail)

Action Item C:

Continue to develop web-based training modules for Hazardous Material/Waste, Safety and Radiation Safety.

(Environmental Health and Safety)

Action Item D:

Schedule and complete a review of processes and procedures by NCAA Staff.

(Intercollegiate Athletics)

Action Item E:

Certify all coaches in CPR.

(Intercollegiate Athletics)

Action Item F:

Complete an evaluation plan for Athletics.

(Intercollegiate Athletics)

1.5 Develop infrastructure systems that support high performance and productivity of faculty and staff.

Action Item A:

Explore the feasibility of identifying a permanent location for the Affirmative Action and Equal Employment Opportunity Office.

(Affirmative Action Officer)

Objective 2: Achieve cost efficiencies in administrative and academic processes, systems, and structures.

Action Steps: 2.1 Where appropriate, redesign and streamline existing administrative processes and systems.

Action Item A:

Reduce the cost of custodial services by:

- a. Continued staff training
- b. Research new products
- c. Research new procedures for best practical practices
(Physical Facilities)

Action Item B:

Reduce landscape maintenance costs by:

- a. Continued staff training
- b. Research new and better products and equipment
- c. Research new and more efficient procedures
(Physical Facilities)

Action Item C:

Implement into production the feature that automatically loads budget information from the Grant Information System into the Financial Records System.

(Externally Sponsored Programs)

Action Item D:

Participate in the design and implementation phases of the University Unicaard Program that is a credit card program for purchasing and traveling expenses.

(Accounting and Purchasing)

Action Item E:

Streamline MSM-UMR Alumni Association Board of Directors processes by reducing the number of committees and task forces.

(Alumni/Constituent Relations)

Action Item F:

Hire a chief information officer.

(Chancellor)

Action Item G:

Hire a chief research officer.

(Chancellor)

Action Item H:
Hire a Fort Leonard Wood liaison.
(Chancellor)

2.2 Consolidate and/or outsource selected administrative functions, as appropriate, to gain cost savings and efficiencies.

Action Item A:
Complete the consolidation of business processes for all staff and faculty positions with Human Resources.
(Human Resource Services)

Action Item B:
Solicit proposals for debt collection services for student loan receivables.
(Student Loan Collections)

Action Item C:
Prepare an R.F.P. for a new food service agreement that reflects both the campus community's service preferences and offers an affordable service.
(Residential Life)

Action Item D:
Explore the feasibility of utilizing the same Information Technologist to assist with the development of the Campus Facts Book and Affirmative Action Plan
(Affirmative Action Officer)

2.3 Expand academic partnerships, collaboration, and cooperation to improve quality, efficiency and access, and to achieve cost savings.

2.4 Leverage technology to gain greater operating efficiencies (i.e., Administrative System Project).

Action Item A:
Automate the application tracking process.
(Human Resource Services)

Action Item B:
Replace six emergency phones on campus and seek ways to reduce the cost of T-1 services.
(Telecommunication)

Action Item C:

Replace old mechanical meters in parking lots with new digital mechanisms.
(University Police)

Action Item D:

Reduce campus maintenance costs by:

- a. Implementing Maximo for facilities inventory database and labs listing.
- b. Implementing a preventive maintenance program through Maximo
- c. Continuing employee specialized training
(Physical Facilities)

Action Item E:

Reduce steam costs by:

- a. Improving efficiency by modernizing boiler controls
- b. Modernize electrical metering for energy conservation
(Physical Facilities)

Action Item F:

Implementation of Peoplesoft procurement module.
(Purchasing)

Action Item G:

Build an anonymous tip "silent witness" crime reporting web page.
(University Police)

Action Item H:

Participate in the production phase for the Peoplesoft Student Administration and Financial Systems.
(Accounting, Cashiering, Externally Sponsored Programs)

Action Item I:

Coordinate with Research Services and the School of Mines and Metallurgy in efforts to update research information on the Web and provide assistance in customizing the on-line grant data form to meet UMR's center reporting needs.
(Externally Sponsored Programs)

Action Item J:

Expand utilization of the integrated Grant Information/Post Award System by coordinating entry of subcontract information with Research Services to enable the generation of accounts receivable aging reports.
(Externally Sponsored Programs)

Action Item K:

Develop and implement the Federal Loan Rehabilitation Program for defaulted student loan borrowers.

(Student Loan Collections)

Action Item L:

Implement the construction process into Maximo.
(Physical Facilities)

Action Item M:

Work with our customers to convert more electronic documents to Adobe Portable Document Format to aid in repurposing these documents with minimal effort.
(Centralized Printing and Mail)

Action Item N:

Educate departments and programs to use KUMR as an essential part of their outreach work.
(KUMR)

Action Item O:

Obtain price estimates in order to receive the best price for a job. Continually update software and equipment to stay current with the market and provide quality service to its customer.

(Publications)

Action Item P:

Reduce amount of information delivered by postal mail by converting to email and web-based information delivery systems.

(Alumni/Constituent Relations)

Action Item Q:

Implement online alumni community to more efficiently and effectively communicate with alumni and receive information from them.

(Alumni/Constituent Relations)

Objective 3: Manage administrative and academic processes and systems to achieve continual quality improvement.

Action Steps: 3.1 Identify appropriate performance standards and goals across programs, services, and functional activities.

Action Item A:

Create a distinctive logo to better identify COC and market services.

(Career Opportunities Center)

Action Item B:

Develop and implement a marketing plan to increase student awareness regarding the benefits of shopping at the campus bookstore.

(UMR Bookstore)

Action Item C:

Write the following manuals in compliance with the UMR Environmental Management System

- a. Hazardous Material Management Manual
- b. Hazardous Waste Management Manual
- c. Campus Safety Manual
- d. Laboratory Safety Manual

(Environmental Health and Safety)

Action Item D:

Provide the Chancellor's Staff Group with quarterly Adverse Impact reports on hires and separations.

(Affirmative Action Officer)

Action Item E:

Assist in identifying at least 12 nominees to obtain Campus Mediation Service training in the Fall 2000 semester.

(Affirmative Action Officer)

Action Item F:

Identify Equality Aide replacements and provide semi-annual training of all Equality Aides.

(Affirmative Action Officer)

Action Item G:

Explore accreditation of the Management Systems program.

(Dean of Arts and Sciences and Director of Management Systems)

Action Item H:

Implement a new curriculum as approved by the Management Systems Committee, and aggressively recruit both first-time freshmen and transfer students.

(Director of Management Systems)

Action Item I:

Improve the services of the Center for Writing Technologies.

(Dean of Arts and Sciences and Director of the Writing Center)

Action Item J:

Complete catalog identification of certified communication emphasized and intensive courses.

(Dean of Arts and Sciences and Director of the Writing Center)

3.2 Develop systems for measuring and monitoring performance.

Action Item A:

Increase available information to prospective students and their parents through the Career Opportunities Center's website.

(Career Opportunities Center)

Action Item B:

Implement orientation session of COC services for the students in the College of Arts and Sciences.

(Career Opportunities Center)

Action Item C:

Implement recommendations of the Southwestern Bell Cultural Center Advisory Board regarding programs at the Center.

(Multicultural Educational Support Program)

Action Item D:

Complete a \$1,000,000 enhancement of various residence hall facilities.

(Residential Life)

Action Item E:

Increase the number of campus events in which the bookstore participates and/or supports.

(UMR Bookstore)

Action Item F:

Assess client satisfaction through use of confidential surveys over the internet.

(Center for Personal and Professional Development)

Action Item G:

Utilize mystery shopper scores, suggestion box comments, and survey results to improve customer service.

(UMR Bookstore)

Action Item H:

Increase the number of cultural recognition promotions in the store.

(UMR Bookstore)

Action Item I:

Complete the last phase of 100% chemical inventory including the software development.

(Environmental Health and Safety)

Action Item J:

Implement the recommendations of the recruit, select, and hire process redesign team.
(Human Resource Services)

Action Item K:

Anticipate the impact of the post-tenure faculty review on faculty activities surveys and on the annual faculty evaluation process.
(Chancellor's Staff Group)

3.3 Use assessment of performance to improve the quality of programs, services, and systems.

Action Item A:

Analyze and implement improvements and suggestions received from responses to the External Sponsored Programs Customer Satisfaction Survey.
(Externally Sponsored Programs)

Action Item B:

Complete the third phase of environmental management system implementation.
(Environmental Health and Safety)

Action Item C:

Achieve at least 98% compliance of all new supervisors (July 1 through June 30) with understanding sexual harassment laws through certification that they successfully completed interactive computer program test on preventing sexual harassment
(Affirmative Action Officer)

Action Item D:

Assist in achieving 100% compliance of graduate teaching assistants with understanding the laws on preventing sexual harassment through the successful completion of the interactive program test on preventing sexual harassment
(Affirmative Action Officer)

Action Item E:

Assist in developing guidelines to identify employees who should receive training on understanding the law and university policy on sexual harassment and what constitutes sexual harassment.
(Affirmative Action Office and Human Resource Services)

Action Item F:

Identify employees using the criteria developed in Action Item E above.

(Department Chairs and Center Directors)

Action Item G:

Provide departments with semi-annual compliance progress reports on the employees listed in Action Item F above.

(Affirmative Action Officer)

3.4 Evaluate assessment systems to identify opportunities for improvement.

Action Item A:

Reengineer the student payment plan and charge system to improve cash flow and reduce the write-off of student receivables.

(Cashiering)

Objective 4: Maintain a financial and infrastructure (i.e., facilities, equipment, technology) resource base to support continual improvement in the four critical success areas.

Action Steps: 4.1 Increase student fee revenues through leveraging of enrollment change and mix.

4.2 Increase private funding for capital projects and operations.

Action Item A:

Secure funding, plan, and begin renovation of swimming pool office area.

(Intercollegiate Athletics)

Action Item B:

Update existing draft department/program business plans for a five-year horizon – with input from department/program leadership, faculty, alumni, and friends – to link program goals to campus/university system goals and to encourage commentary and investment by alumni and friends.

(Development Office)

Action Item C:

Raise \$7.5 million in cash, gifts-in-kind and pledges toward university funding goals. (FY 00-01)
(Development Office)

Action Item D:

Complete 105 appropriate major gift (\$50,000 +) solicitations.
(Development Office)

Action Item E:

Coordinate prospective donor electronic screening in preparation for July 2003 campaign launch.
(Development Office)

Action Item F:

Conduct personal interview project to qualify the capacity and interest of 100 prospective donors in preparation for July 2003 campaign launch.
(Development Office)

Action Item G:

Review and revise a "Campaign II" timeline.
(Vice Chancellor for University Advancement)

Action Item H:

Initiate planning for a campaign feasibility study.
(Vice Chancellor for University Advancement)

4.3 Create strategic alliances with business and industry that will enhance financial and physical assets.

4.4 Fund improvements, as appropriate, through resource redistribution.

Action Item A:

Upgrade electronic network.
A. 100mb network switches to allow 100mb service to the desktop.
B. constructing Gigabit connections and network core capability as funding allows.
(Computing Services)

Action Item B:

Begin trial of wireless project.
(Computing Services)

4.5 Develop funding strategies, both internal and external, to meet the recurring resource needs of information and communication technology.

Action Item A:

Identify resources to maintain current the Affirmative Action/Equal Employment Opportunity Office and the Chancellor's Advisory Committee on African-American Recruitment and Retention home pages.

(Affirmative Action Officer)

Action Item B:

Increase phonathon contributions by 10% over the average of the last five years.

(Dean of Arts and Sciences and Chair of Psychology)