

June 1, 2023

TO: Dr. Roger Best, President
FROM: Strategic Plan Council
RE: 2022-2023 Strategic Plan Council Report

Dear Dr. Best:

The Strategic Plan Council began its work in August 2022 to advise the operationalization of the UCM Strategic Plan. The Strategic Plan Council met four times in the academic year. This memo provides a summary of planning activities to date with the intention of helping build a culture of data and planning at UCM to inform institutional decisions for the President's Council.

Our Approach

UCM has chosen to approach institutional strategic planning from a "bottom up" approach. This approach preserves and recognizes much of the existing work being done by departments and units in the organization hierarchy in the form of "activities" and subsequent "updates" in alignment with UCM's historical strength in operational planning - particularly within academic colleges. Probably the most well-known institutional model for approaching integrated planning in this manner is Pennsylvania State University's model. Our approach models many of the features of their efforts to improve institutional effectiveness through integrated planning.

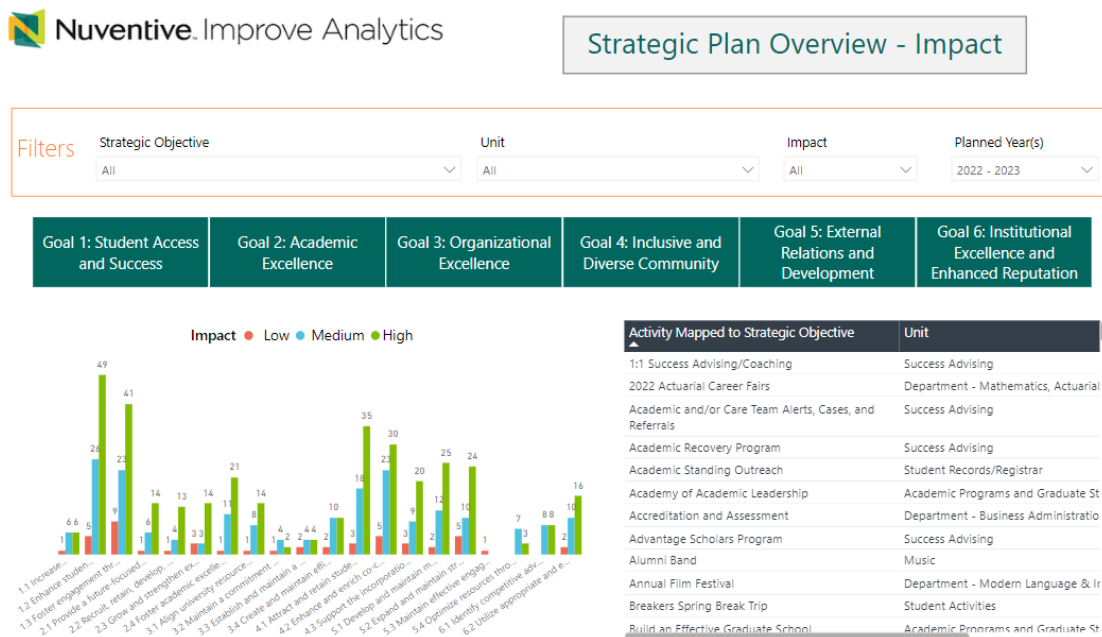
One drawback of approaching planning from this level of granularity is the maintenance effort required by leaders. Most leaders across the institution appear to accept this approach as opposed to a "top down" approach to institutional planning. A "top down" approach would only include activities that impact pre-defined metrics for each objective and, as a result, many constituents feel that they have little to contribute to the institutional plan. At best, departments disengage from planning and, at worst, departments feel threatened because they can see little connection to the strategic plan or force themselves to conduct activities halfheartedly to be perceived as contributing. Another data limitation is departmental participation. While over 400 activities were recorded across the institution in 2022-2023, there are many activities that have likely not been reported.

The advantage of granular planning is the level of detail and nuance the approach provides to institutional leadership. One important philosophical question which the Strategic Plan Council appears to have addressed well is how to award value to low cost activities that may meaningfully advance the institution's strategic objectives. Our solution has been to approach this with an "impact factor" value that leaders can use to recognize departmental efforts that may not require significant direct costs to achieve (i.e. existing resources have been allocated for faculty and staff time).

We began the year with a strategic plan approved by the Board of Governors and the framework of a

system (*Nuventive*) purchased primarily for student learning outcomes assessment, but with the potential for strategic planning. Design work was done by Academic Programs and Graduate Studies staff in consultation with *Nuventive* staff, a process was designed, and training materials were developed. In August 2022, the design was shared with the Strategic Plan Council and feedback was given to improve the approach to data collection and organization. Training began in earnest in the fall 2022 semester and departments and units began to submit activities into the system. Continuous feedback from campus groups have improved the system. To date, 413 activities have been entered into the *Nuventive* system from 63 departments/units. Update reporting on AY22 activities have been requested in January and May. Significant work designing reporting tools has been completed. Estimated direct costs for these activities have exceeded \$21 million. As of writing this narrative, actual costs reported are \$8.6 million.

Many executive leaders have assigned an impact factor (high, medium, or low) to activities in their operational portfolio. As of writing this narrative, most activities have been assigned a “high” impact rating:



Activities in 2022-2023 appear to have had the most impact on strategic plan goals 1, 4, and 5. Objectives 1.2, 1.3, and 4.1 were ranked by leaders with the most “high” impact activities.

We Have Data, Now What?

The next steps for UCM are: integration of operational plans, continuous quality improvement of data collection, standardization of data analysis, and reflecting on data to inform decisions.

- Integration of operational plans - operational plans can be mapped into the institutional strategic plan and *Nuventive* provides a system for connecting activities that advance both an operational plan (e.g. assessment plans, the campus master plan, strategic enrollment plan, academic master plan, IT plan) and the overall institutional strategic plan. Campus leadership can begin to consider “proposed” activities within our planning environment and update the status of an activity to “active” once approval has been given.
- Continuous quality improvement of data collection - involves more constituents in the planning process, data integration for benchmarking (NSSE, etc.), makes data entry easier, standardizes data definitions, and improves literacy about data being collected.
- Standardization of data analysis - trends, internal targets, external benchmarks, and inferential statistics provide comparison points for analysis.
- Reflecting on data to inform decisions - building time in existing core processes (e.g. the budget development process) to reflect on strategic plan data (e.g. objectives, costs, and impact factor) to inform decisions about resource allocation.

Baseline Data

The 2022-2023 academic year operationalization of the strategic plan sets a baseline. The old adage “anything worth doing is worth measuring” applies here. The institution has to start with a baseline in order to set internal targets or compare with external benchmarks.

The Strategic Plan Council recommends using the following data points for future analysis:

- Goals and Objectives - four metrics have emerged: activities, estimated cost, actual cost, and impact factor
- Activities - multiple data points within each activity allow for filtering (what will be done)
- Updates - provide actual cost and measurement data (what was done)

Here are some simple baseline analyses based on these data points for 2022-2023:

- Most activities supported Goal 1 (Student Access and Success = 248)
- Fewest activities supported Goal 6 (Institutional Excellence and Enhanced Reputation = 62)
- The institution proposed to spend the most on these objectives:

Objective	Estimated cost
-----------	----------------

5.4 Optimize resources through external grant funding.	\$10,933,575
1.3 Foster engagement through student-focused, dynamic and transformational educational and co-curricular experiences.	\$3,825,627
3.4 Create and maintain efficient processes that enhance the customer service experience for students and other internal and external constituencies.	\$3,467,119
5.1 Develop and maintain meaningful engagement with alumni, donors, and other constituents	\$3,250,112
1.2 Enhance student success, retention, and graduation rates by providing a caring community, support, and resources needed.	\$1,3649,940
1.1 Increase access to higher education through optimized enrollment management and financial aid strategies and via multiple delivery methods.	\$1,402,768

- The institution proposed to spend the least on these objectives:

Strategic Objective	Estimated Cost
2.2 Recruit, retain, develop, and support faculty as teacher/scholars aligned to the academic goals of the university.	\$271,525
2.4 Foster academic excellence through faculty and student research, scholarship, creative activities and professional engagement.	\$389,268
2.1 Provide a future-focused curriculum that aligns with UCM’s statewide mission in professional applied science and technology.	\$470,196
2.3 Grow and strengthen excellence in graduate education.	\$483,760
5.3 Maintain effective engagement within governmental relations.	\$510,010

- We actually spent the most on these objectives:

Objective	Actual cost
-----------	-------------

5.4 Optimize resources through external grant funding.	\$5,020,577
3.4 Create and maintain efficient processes that enhance the customer service experience for students and other internal and external constituencies.	\$1,862,654
1.2 Enhance student success, retention, and graduation rates by providing a caring community, support, and resources needed.	\$1,772,353
4.1 Attract and retain students, faculty and staff that support a diverse campus community.	\$1,771,614
1.1 Increase access to higher education through optimized enrollment management and financial aid strategies and via multiple delivery methods.	\$1,751,917
1.3 Foster engagement through student-focused, dynamic and transformational educational and co-curricular experiences.	\$1,689,581

- Some high impact activities from 2022-2023 are:

Activity Mapped to Strategic Objective	Unit	Impact
1:1 Success Advising/Coaching	Success Advising	High
2022 Actuarial Career Fairs	Department - Mathematics, Actuarial Science & Statistics	High
Accreditation and Assessment	Department - Business Administration	High
Annual Film Festival	Department - Modern Language & Interdisciplinary Studies	High
Campus Card Center - UCM Mobile Credentials	Elliott Student Union	High
Central Connect	Student Activities	High
Central Leadership Council	Student Activities	High

Central Summer Academy	Student Activities	High
Course Scheduling Support	Student Records/Registrar	High
Created fully online pathways for bachelor's degrees	Department - History	High
curriculum review	Music	High
Cutting Edge Curriculum	Department - Business Administration	High
Department Strategic Planning/Themes	Department - Educational Foundations & Literacy	High
Emergency Operations	Student Experience & Engagement	High
Engaged Learning Activities	Department - Business Administration	High
Enhanced ProActive Advising Model	Success Advising	High
Enrollment Support and NYE (Not Yet Enrolled) Campaign	Success Advising	High
Faculty and Student Scholarly and Creative Activity	Music	High
Faculty Professional Development	Department - History	High
Festival of Champions	Music	High
Graduate Follow-Up Survey	Career & Life Design	High
Guest Artists	Theatre & Dance	High
Guest Speaker on Student Mental Health	Department - English	High

High-Impact experiences (internships, public history projects, presentations, etc.)	Department - History	High
Holistic Coaching-to-Complete	Success Advising	High
Honor Wind Symposium	Music	High
International Undergraduate Student Recruitment	International Student Services	High
Kennedy Center American College Theatre Festival	Theatre & Dance	High
Middle School/High School Workshop	Theatre & Dance	High
Missouri Experimental Sonic Arts Festival (MOXsonic)	Music	High
Mock Trial team competitions	Department - Political Science & International Studies	High
Monthly Staff Meeting for Student Employees of the Student Recreation & Wellness Center	Student Activities	High
Musicwindow Communications Platform	School - Visual and Performing Arts	High
On Campus Recruiting	Career & Life Design	High
Open Option (49-888) Program	Success Advising	High
Ovation Series	School - Visual and Performing Arts	High
Peer Mentor Program for UNIV 1400 - Freshman Seminar	Student Activities	High
ProActive Advising Model	Success Advising	High

Professional Edge Program	Harmon College of Business and Professional Studies	High
Programing - Collaboration	Elliott Student Union	High
Programming - Traffic Generation	Elliott Student Union	High
Progress Report Grades Communication to Students	Student Records/Registrar	High
Recruiting - High School Visits	Music	High
Recruiting - On Campus Activities	Music	High
Recruitment & retention initiatives	Department - History	High
Retention Microgrant Program	Success Advising	High
Retention of High Risk Students (CARE Team referrals)	Student Outreach	High
Retention of High Risk Students (Sexual Misconduct / Title IX referrals)	Student Outreach	High
Revised undergraduate program curricula to make more student friendly	Department - History	High
Science Olympiad	Department - Physical Sciences	High
Sonia Kovalevsky Mathematics Day	Department - Mathematics, Actuarial Science & Statistics	High
Student Ambassador Program for WGS	Department - Modern Language & Interdisciplinary Studies	High
Study Abroad	Department - History	High
Study Tours	Department - Modern Language &	High

	Interdisciplinary Studies	
TEAM Building Low Ropes Course	Student Activities	High
Testing Environment	Testing Services	High
Theatre & Dance Mainstage Production Season	Theatre & Dance	High
THRIVE Internship Program	Student Activities	High
TR Gaines Building Updates	Alumni Foundation	High
Transfer Course Articulation	Student Records/Registrar	High
UCM Campus Cupboard	Student Activities	High
UCM Jazz Festival	Music	High
UCM Music Concert Series	Music	High
Volunteer Services - volunteer Fair	Student Activities	High
Walk In Studio Experience (W.I.S.E.)	Career & Life Design	High

Opportunities and Recommendations

The Strategic Plan Council recommends the following for AY 2023-2024:

1. Continue to refine our strategic planning process through communication and integration of operational plans from across the institution. Encourage greater participation and discuss efforts across colleges and operational areas.
2. Define impact factor for institutional leadership and develop a consistent rubric to use in assigning impact factor to activities.
3. Consider implementing a time dimension to the impact factor concept (long-term vs short-term).

4. Establish a strategic opportunity fund and accompanying process for departments/units to propose activities that address objectives the institution wishes to emphasize to align with the annual budget development cycle. Use *Nuventive* to operationalize this process.