



# Excellence through Innovation

*A New University of Missouri System*

September 14, 2018



## On Becoming a New University of Missouri System

Public higher education is facing tremendous challenges in competition for state and federal support and student enrollment, as well as a declining perception of the value of higher education. Such challenges make it clear we need to become less bound by tradition and more innovative. In the words of Mark Twain, “The less there is to justify a traditional custom, the harder it is to get rid of it.” While respecting tradition, we must not be impeded by it in our quest to achieve excellence.

As we move forward, it's necessary to leave behind 'business as usual' and recognize we cannot wait out change. Neither can we try to be all things to all people. Instead, we must become a new University of Missouri System of four public research universities, collectively achieving excellence through relentless focus, innovation, collaboration, bold and transformative actions and strategic investments.

Bold and transformative actions mean we will place the needs of students and Missourians first; invest only in areas that support our vision; and act with a great sense of urgency. The expectations for accountability begin with us and transcend to all students, faculty and staff.

In July 2018, the Board of Curators reviewed and realigned the fundamental roles and responsibilities of the system, the universities and leadership systemwide; reaffirmed the importance of collaboration in achieving excellence; and approved a new vision statement for the University of Missouri System: To advance the opportunities for success and well-being for Missouri, our nation and the world through transformative teaching, research, innovation, engagement and inclusion.

We are excited about our vision, but recognize only consistent action can help us work toward it. That's why we've cut and reallocated more than \$180M in FY17 and FY18 to support the academic mission. Some of the changes our work necessitated were painful, but they have helped make us a more resilient University.

In addition to our vision statement, each of our four universities developed its own strategic plan. These plans are a result of the hard work of many stakeholders in our institution and will help us move toward excellence collectively while also ensuring each institution maintains its unique attributes. The guideposts upon which the strategic plans were based—called the Missouri Compacts for Achieving Excellence—will inform us as we set out to achieve excellence in student success, research and creative works, engagement and outreach, inclusive excellence and planning, operations and stewardship. Final strategic plans will be presented to the Board of Curators for approval on September 20.

In an effort to foster an environment dedicated to our mutual success, we're pleased to announce the UM System will invest \$260M over the next five years in support of the strategic plans. The resources for these investments will be the result of our continued hard work, so it is more important than ever that we continue to transform our operation, innovate, prioritize, save and reallocate and grow our revenues. The investments we make will help enrich our University and better the state of Missouri and the world—so we will only choose to invest in projects that focus on achieving excellence; produce results that are significant; use transformative approaches; and have financial matches from the universities.

We are entering an exciting but uncertain time for public higher education. Our actions now will determine whether we thrive or merely survive in this new environment. However, we have already built a strong foundation, and we are proactively walking the pathways that will lead us to success. Additionally, we have you—the talented and dedicated faculty, staff, students and supporters of our four public research universities, each with a significant impact on the state and a rich heritage of accomplishments—and that makes us very hopeful for the future. We are privileged to serve you. Thank you for your unwavering commitment to our University.

**“ To advance the opportunities for success and well-being for Missouri, our nation and the world through transformative teaching, research, innovation, engagement and inclusion. ”**

UM System Vision



David Steelman  
Chair, Board of Curators  
University of Missouri



Mun Y. Choi  
President  
University of Missouri System





## Missouri Compacts for Achieving Excellence

The Missouri Compacts for Achieving Excellence provide unifying principles that inform and guide the four universities and their strategic plans. Learn more about the compacts, below, at <http://umurl.us/prespri>.



Excellence in Student Success



Excellence in Research and Creative Works



Excellence in Engagement and Outreach



Inclusive Excellence



Excellence in Planning, Operations and Stewardship

## Core Values

Our institution collectively embraces a series of core values that serve as the foundation upon which we build new knowledge and provide outstanding programs for students and citizens of our state and beyond.



- Academic freedom
- Access
- Accountability
- Civility
- Collaboration
- Creativity
- Discovery
- Engagement
- Excellence
- Freedom of expression
- Inclusion
- Innovation
- Integrity
- Respect
- Responsibility
- Transparency

## Guiding Principles

1. Provide quality, relevant, accessible education to prepare students for productive lives and careers
2. Promote the value of innovative research and creative works for the benefit of society
3. Be courageous and proactive in meeting the changing needs of the world
4. Promote an environment that values and respects all people
5. Be transparent, accountable and good stewards
6. Empower each university to achieve excellence consistent with their distinctive missions
7. Foster an environment where system and universities commit to each other and mutual success
8. Facilitate collaborative discussions at the system and universities that lead to informed decisions

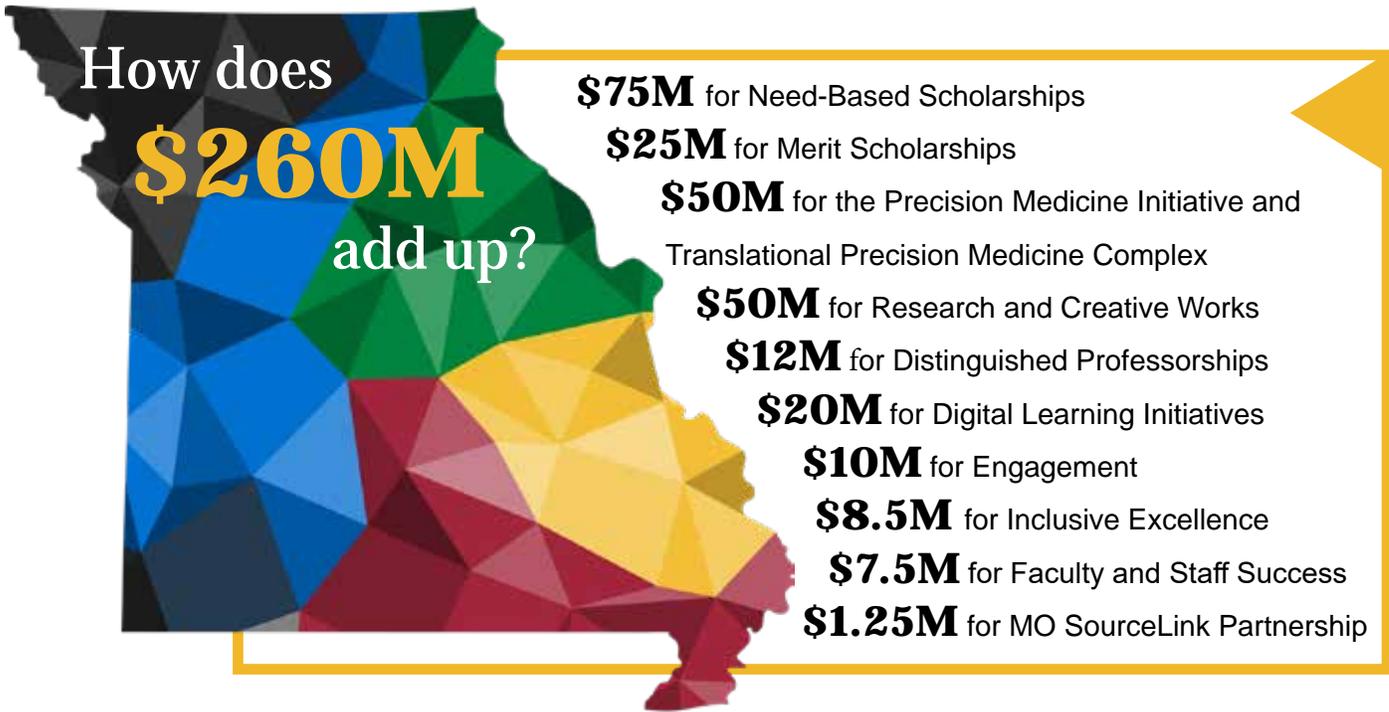


## Missouri Compacts Investment Plans

The UM System is providing up to \$260M in strategic investments to support financially viable, mission-centric projects that will offer a positive return on investment and help the University move toward excellence. Investments in support of the Missouri compacts will be made over a five-year period and are meant to support bold, innovative and far-reaching proposals from the four universities.

With the exception of scholarship investments, preference will be to support one-time funds to catalyze research and creative works, engagement and inclusion to achieve measurable excellence in these areas. All funding requests and plans should demonstrate a path to financial viability and a positive return on investment that will help the University achieve excellence.

Please note, the breakdown outlined below includes investments of \$1M and above. For a complete list of strategic investments adding up to \$260M, please visit <http://umurl.us/stratinv>.



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Learn more about these and other initiatives at [www.umsystem.edu](http://www.umsystem.edu)



# University of Missouri System

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