



UM / 2020

STRATEGIC PLAN

THE UNIVERSITY OF MISSISSIPPI

TABLE OF CONTENTS /

- INTRODUCTION 3**
- PLANNING PROCESS - OVERVIEW 3**
- PLANNING PROCESS - DETAILED. 4**
- PLANNING FRAMEWORK 5**
- ENDURING COMMITMENTS 6**
 - Our Vision 6*
 - Our Mission 6*
 - Statement of Institutional Core Values. 6*
 - The University of Mississippi Creed 6*
- FLAGSHIP 2020 GOALS 7**
- PRIORITIES OF EXCELLENCE 8**
 - Undergraduate Education & Student Success 8*
 - Graduate & Professional Education 11*
 - Research, Scholarship, Innovation, & Creativity 13*
 - The Collegiate Experience 15*
 - Faculty 18*
 - Staff. 20*
 - Transformation through Service 23*
- PLANNING PRINCIPLES 25**
- ENABLING INFRASTRUCTURE 27**
- MEASURING PROGRESS 28**

INTRODUCTION /

AT THE DIRECTION OF CHANCELLOR Dan Jones and Provost Morris Stocks, the Strategic Planning Council (SPC) and the Office of Strategic Planning have worked diligently over the past year to develop and implement an inclusive and comprehensive approach to create this strategic plan, UM 2020.

The planning process has been a journey that has garnered broad input from our students, faculty, staff, alumni, and friends. We have explored our identity and crafted new mission, vision, and core values statements along with Flagship 2020 Goals and Priorities of Excellence, which collectively represent our highest aims and the fundamental purpose of the University. Based on the input received from the university community, the Strategic Planning Council identified nearly a hundred strategic initiatives as critical action steps necessary to advance toward the bold vision and long-term goals included in the UM 2020 plan.

It is important to recognize that our new strategic plan serves as a guide—a road map with many intersections and routes—rather

than a linear pathway toward our bold vision for 2020. As such, the strategic plan is designed to be a “living” document, because academic and operational units will annually evaluate the progress of existing initiatives, consider emerging opportunities, and add new initiatives. The UM 2020 plan is not so detailed that it impinges on specific operational decisions of the chancellor, provost, deans, department chairs, and other university leaders. Instead, this plan is intended to inspire a collaborative and innovative approach to planning that will advance the transformation of our University in the future.

This strategic plan will help us meet the opportunities we already foresee, such as serving a growing and increasingly diverse student body, supporting a world-class faculty and research enterprise, and transforming our state and the nation through service, as well as those challenges we have not yet anticipated. With UM 2020 as a guide, the University of Mississippi will continue to advance its position as A Great American Public University.

PLANNING PROCESS / OVERVIEW

THE PLANNING PROCESS FOR UM 2020 began in summer 2010 with the arrival of Chancellor Dan Jones, who charged Provost Morris Stocks, the Strategic Planning Council, and the Office of Strategic Planning to develop an inclusive and comprehensive

approach for creating a campus-wide strategic plan.

The following timeline illustrates the primary stages and key milestones of the overall planning process:

IMPLEMENTING OUR PLAN: UM 2020

Data Analysis/ Organization	University Engagement	Strategic Framework Development	Strategic Working Groups	Final Draft Development	Unit-Level Planning & Assessment
Chancellor’s Listening Sessions*	UM 2020 Announcement	Identify & establish preliminary strategic working groups	Working Groups:: • Assessment & Data Analysis	SPC Review/ Campus Feedback on working group reports	Development of Unit-Level Planning Materials
Develop Comprehensive Data Analysis/S.W.O.T. Assessment	UM 2020 Website w/ Collaboration Tools Available	SPC develops working group charge & report elements	• Report Development • Submit draft reports to SPC	UM 2020: Draft Development	Performance Indicators Development
Establish Communication & Outreach Work Plan	Call for Ideas/ University Community Survey	Ongoing Planning Framework Review & Validation	Stakeholder Input • Workgroup participation, Information Sessions, Focus Groups & Surveys	UM 2020: Final Draft/ Adoption	Capital Campaign Planning
SPC – Planning Process Development	Planning Framework Development (e.g. mission, vision)			Board Approval Request – Mission/ Vision	UM 2020: Implement Strategic Initiative Plans Ongoing Prioritization Review

← Feb 11 Mar 11 Apr 11 May 11 Jun 11 Jul 11 Aug 11 Sep 11 Oct 11 Nov 11 Dec 11 Jan 12 Feb 12 →

* Chancellor’s listening sessions occurred during academic year 2010-11

PLANNING PROCESS / DETAILED

THE UM 2020 PLANNING PROCESS consisted of the following six phases:

Phase 1: Institutional Data Analysis

During phase one, the Office of Institutional Research and Office of Strategic Planning compiled a comprehensive data book with information about enrollment trends, the University's financial position, analysis of its research enterprise, and a detailed peer analysis. An institutional S.W.O.T analysis report was also generated using the results from the strengths, weaknesses, opportunity, and threat (i.e. S.W.O.T) assessment included in each unit-level strategic plan from recent years. The data were provided to the Executive Management Council, Deans' Council, Strategic Planning Council, and members of the University community to support data-driven decision making throughout the planning process.

Phase 2: University Engagement

The second phase involved gathering input from our students, faculty, staff, and alumni through focus groups, interviews, and surveys. In January 2011, the UM 2020 Vision Survey was distributed to UM students, faculty, staff, and active alumni. More than 2,300 responses were collected. The survey asked members of the University community to think about the factors most important to the University's future success. Respondents were also asked how well the institution currently performs in those areas. In addition, the survey asked respondents for other ideas that might become crucial to UM in the next decade. Respondents submitted more than 10,000 ideas in response to this question.

The Strategic Planning Council spent several months analyzing data from the survey, collecting additional input from the University community, and discussing the key opportunities and critical challenges the institution must address. Based on this information, the SPC identified seven Priorities of Excellence to help guide the University's planning efforts over the next decade.

Phase 3: Planning Framework Development

In the third phase, the Strategic Planning Council used the input collected from the University community to renew the University's mission, vision, and core values, as well as developed a framework for ongoing campus planning efforts.

Phase 4: Working Groups

During the fourth phase, working groups examined the seven Priorities of Excellence and developed a series of objectives and strategic initiatives to advance each of the priorities. Each working group included members of the Strategic Planning Council along with UM faculty, staff, and students who were nominated by colleagues based on their interest and/or expertise in one of the priority areas. Each working group continued to solicit input, engage industry experts, and analyze institutional data during the report development phase to ensure its recommendations represent the best thinking not only among members of the group, but also within the entire University community.

The final deliverable for each working groups was a plan of action that included the steps necessary for the University of Mississippi to become a leader, or to strengthen its leadership position, for the seven Priorities of Excellence. The working group plans were designed to be transformative, achievable, differentiating, measurable, prioritized, and time sensitive.

Phase 5: Final Report Development

During the fifth phase, the Strategic Planning Council developed the UM 2020 plan using the components of the planning framework along with the objectives and action-initiatives generated by each working group. After reviewing the initial draft, the SPC updated the plan with long-term strategic goals specifically related to our leadership role as the state's flagship university.

Phase 6: Ongoing Planning & Assessment

The sixth and final stage of the planning process occurred during 2011-12 academic year. Each unit and department across the campuses created its own strategic plan to outline how it will achieve the strategic objectives contained in the campus-wide plan. This process aligns the actions of all units and departments with the planning framework and the goals stated in UM 2020. By working together and continually monitoring and measuring our progress, the entire University will be striving to implement the plan's bold vision.

PLANNING FRAMEWORK /

IN SIMPLE TERMS, A STRATEGIC plan is a road map that helps guide an organization from where it is now to where it would like to be in five or ten years. For a complex university organization, a planning framework can be used to ensure that university and unit-level strategic planning efforts are in alignment and that goal congruency is achieved throughout the campus.

The UM 2020 Planning Framework is comprised of the Mission, Vision, Core Values, Flagship 2020 Goals, Priorities of Excellence, Planning Principles, and Enabling Infrastructure. Additional details on each component are provided in subsequent sections of the plan.

UM 2020 PLANNING FRAMEWORK

ENDURING COMMITMENTS			
Mission Statement	Vision Statement		Institutional Core Values
FLAGSHIP 2020 GOALS			
Establish a bold vision with great expectations	Expand our impact locally, Extend our reach globally		Provide an unrivaled collegiate experience
PRIORITIES OF EXCELLENCE			
Undergraduate Education & Student Success	Graduate & Professional Education	Research, Scholarship, Innovation & Creativity	Faculty
The College Experience	Transformation through Service		Staff
PLANNING PRINCIPLES			
Quality & Focus	Diversity & Inclusion	Beyond Borders	Organizational Stewardship & Sustainability
Creativity Arts & Innovation	Blue Sky		Hospitality & Community
ENABLING INFRASTRUCTURE			
Facilities & Infrastructure	Capital Campaign & Development		Technology Innovation & Improvement
Marketing & Communications	Organizational Structure & Staffing		Budgeting & Financial Sustainability

ENDURING COMMITMENTS /

Our Vision

As a great American public university, the University of Mississippi will lead and excel by engaging minds, transforming lives, and serving others.

Our Mission

The University of Mississippi's mission is to create, evaluate, share, and apply knowledge in a free, open, and inclusive environment of intellectual inquiry.

Building upon a distinguished foundation in the liberal arts, the state's oldest university serves the people of Mississippi and the world through a breadth of academic, research, and professional programs.

The University of Mississippi provides an academic experience that emphasizes critical thinking; encourages intellectual depth and creativity; challenges and inspires a diverse community of undergraduate, graduate, and professional students; provides enriching opportunities outside the classroom; supports life-long learning; and develops a sense of global responsibility.

Statement of Institutional Core Values

In pursuing its mission, the University of Mississippi:

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

- Protects academic freedom and cultivates individual integrity and academic honesty.
- Promotes inclusiveness in its student body, faculty, and staff.
- Requires respect for all individuals and groups.
- Fosters a civil community of shared governance and collaborative endeavors.
- Practices good stewardship of its resources.
- Devotes its knowledge and abilities to serve the state and the world.
- Honors the dignity of all employees and compensates them fairly.

The University of Mississippi Creed

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

- I believe in respect for the dignity of each person.
- I believe in fairness and civility.
- I believe in personal and professional integrity.
- I believe in academic honesty.
- I believe in academic freedom.
- I believe in good stewardship of our resources.

I pledge to uphold these values and encourage others to follow my example.

FLAGSHIP 2020 GOALS /

OUR FACULTY, STAFF, STUDENTS, ALUMNI, and friends offered over 10,000 inspiring ideas for the future of the University of Mississippi. Across all of these ideas, three common themes emerged including: a desire to “dream big” and to set great expectations for the state’s flagship university; to expand our impact in the state and to extend our reach globally; and to foster one of our greatest attributes – an unrivaled collegiate experience.

To encourage an unwavering pursuit towards these interests, the Strategic Planning Council identified the following Flagship 2020 Goals:

Flagship Goal: Establish a bold vision with great expectations

- Become a top 50 public research university
- Achieve one billion dollar endowment to support the university’s strategic priorities & bold vision for 2020
- Award 50,000 baccalaureate, graduate, and professional degrees between 2010 and 2020
- Recruit, develop and retain an inclusive faculty of the highest quality through a program of enhanced compensation, research support, and professional services that rivals our peers
- Advance to the Carnegie Very High Research University classification

Flagship Goal: Expand our impact locally, Extend our reach globally

- Lead the state and region in preparing STEM (Science, Technology, Engineering, and Mathematics) professionals and leaders, especially from underrepresented groups, and improve science literacy of the general public
- Lead state efforts to combat illiteracy, alleviate poverty, and support tolerance through academics, research, and service
- Enhance our leadership role as the flagship institution in the state for health, wellness, and sustainability
- Promote service learning and civic engagement by faculty, staff, and students through an innovative on-campus center or office
- Embrace and support globally engaged students by bringing the world to Mississippi and Mississippi to the world

Flagship Goal: Provide an unrivaled collegiate experience

- Deliver an accessible and affordable education of the highest quality to a diverse student body
- Foster our finest traditions: an inclusive, student-centered, and welcoming campus environment
- Enhance the involvement of our alumni, friends, and the community in campus athletic, academic, social, and cultural events
- Nurture and strengthen the collaborations between the University and the Oxford-Lafayette community
- Support nationally competitive athletic programs by providing student-athletes with the opportunity to compete at the highest level academically and athletically

INTRODUCTION/RATIONALE

THE UNIVERSITY OF MISSISSIPPI'S EMPHASIS on understanding its past and its commitment to taking institutional ownership of that history are distinctive. Our past has taught us that diversity plays a key role in enhancing the quality of our academic and nonacademic enterprises and ensuring the success of our undergraduates in an increasingly complex world. Our commitment to providing access to all our programs, excellent teaching, intellectually engaging learning experiences, and academic support for all undergraduates is a direct result of this legacy, as is our responsibility to educate the whole student. In this context, a liberal education and rich co-curriculum within a research university setting provide strong intellectual foundations for ensuring every student's personal and professional development.

Attracting and nurturing talent for future leadership, providing multiple pathways to success for students in transition, preparing them for post-graduation pursuits, and ensuring timely degree completion are University priorities reflected in the following objectives and proposals for university-wide initiatives.

OBJECTIVES

TO ACHIEVE EXCELLENCE IN UNDERGRADUATE excellence and student success, the University will:

- **Attract and foster talent**
Implement recruiting and admissions strategies that attract a diverse and international student body; increase resources for both merit-based scholarships and grants based on financial need; create new programs and develop institutional partnerships to attract increasing numbers of the highest caliber students; and improve academic and career advising to assist all undergraduates in building strong pathways to success.
- **Promote excellence in teaching and learning**
Add permanent faculty in sufficient numbers to meet strategic goals for instructional quality, timely graduation, and student/faculty ratio; provide outstanding instruction in an active learning environment; recognize excellent teaching in resource-allocation decisions; build stronger connections

across the schools to enhance educational opportunities for students and stimulate interdisciplinary study and research; and strengthen connections between the academic curriculum and the informal elements of campus life to increase student engagement and persistence in degree completion.

- **Educate students for global citizenship and stewardship**
Prepare students for the complexity and diversity of a rapidly changing world; enhance opportunities for civic engagement, service learning, and internships to prepare students for not only careers but also leadership, citizenship, and stewardship; develop students' global and cross-cultural competence; and teach them to master information technology to enhance their lives as learners, citizens, and professionals.
- **Embrace accountability**
Implement data-driven decision making; ensure educational quality and consistency across all campuses and modes of instruction; develop more effective ways of assessing teaching performance and student learning outcomes; eliminate barriers to timely degree completion; develop a comprehensive plan to guide decisions concerning enrollment, hiring, instructional delivery, space allocation, new construction, and curricula in accordance with the institution's mission; and achieve broad public visibility and support for these objectives.

UNIVERSITY-WIDE STRATEGIES/TACTICS FOR SUCCESS

Immediate (Current–2-Year) Strategies/Tactics:

Attract and foster talent

- Appoint a task force to examine current need-based and merit-based scholarship programs to identify ways to expand assistance to talented students of modest means and to broaden the spectrum of merit scholarship opportunities available to students.
- Develop and fund ways to help students navigate the transitions that sometimes cause them to stumble: from high school to college, community college to the University, lower- to upper-division courses, and general education courses to course work in the major.
- Reexamine the way we identify and recruit prospective un-

dergraduate students online, in the field, and during campus visits to ensure that prospects receive extensive information about academic resources of most interest to them.

Promote excellence in teaching and learning

- Appoint a task force, composed of the director of the Center for Writing and Rhetoric, deans, and department chairs, to present a plan to build upon the University's Quality Enhancement Plan. Extend the teaching of writing skills into degree majors, and support the teaching of writing to enhance learning throughout the University. Include an emphasis on the oral, visual, and electronic communication skills that distinguish college graduates.
- Appoint a faculty task force to review promotion, merit, and tenure criteria; make recommendations for strengthening the significance of teaching performance in those decisions; and identify means and resources to help faculty develop as teachers and perform with increasing effectiveness.
- Appoint a task force of faculty, staff, and students to study and report on the efficacy of creating an academic unit headed by a dean of undergraduate studies or an associate provost for undergraduate studies to be charged with overseeing and invigorating undergraduate education, advising of lower-division and transfer students, undergraduate research, student persistence and degree completion, and curricular connections across colleges and schools.

Educate students for global citizenship and stewardship

- Appoint a faculty and staff task force to develop opportunities for experiential learning in response to community needs and in which learning is service-oriented and academically grounded.
- Develop a plan for the internationalization of the undergraduate curriculum, considering best practices, such as those developed by the American Council on Education and other higher education organizations.

Embrace accountability

- Develop a comprehensive plan for establishing, attaining, and maintaining the appropriate balance of academic programs (face-to-face and online; main and branch campuses), student enrollment (resident, out-of-state, and international; graduate, professional, and undergraduate; full-time, part-time), faculty lines, and classroom types and numbers to fulfill the University's mission.

- Appoint a faculty and staff task force to propose a comprehensive plan for online education.
- Develop a comprehensive plan for each of the branch campuses, including institutional strategies for resource allocation, curricular planning, and delivery of instruction.

2+ Years/As Funding Permits Strategies/Tactics:

Attract and foster talent

- Expand available institutional student aid funding to attract and retain an increasing enrollment of community college transfer students on the main campus and satellite campuses.
- Identify best practices and successful strategies associated with our specialized and selective programs that can be "exported" to other programs to improve their effectiveness and to determine what those programs can learn from our successes on such issues as advising, curricular requirements, building community, and job placement.
- Identify University funding sources to ensure the continuing and evolving quality of current programs of demonstrated excellence that attract top-caliber students but rely heavily on soft money.
- Evaluate the effectiveness of alternate modes of delivery (semester, 4-week term, intersession, online, etc.) to discover which forms of delivery result in the best outcomes for different groups of students to better advise them in course selections.
- Collaborate with one or more community colleges to develop a coordinated pathway program to the University to provide the best combination of community college and university education for participating students.

Promote excellence in teaching and learning

- Construct a state-of-the-art learning facility for science, mathematics, and engineering education, and ensure that science, mathematics, and engineering instruction is designed to attract students to these majors, which are critical to the economic competitiveness of the state and nation.
- Develop students' critical thinking and information literacy skills, and provide more opportunities for students to conduct research. Provide support to enable departments to develop capstone courses for students.
- Review budget allocations to departments and other academic units to meet diverse programmatic needs in support of excellence in teaching and learning.

- Enlist faculty, students, and other stakeholders to revisit teaching and learning support needs and, to meet these needs, coordinate contributing support units such as Ole Miss Online, the Faculty Technology Development Center, Office of Student Disability Services, and Center for Excellence in Teaching and Learning.
- Create the infrastructure needed to support cross-disciplinary/cross-school curricula, hiring, and advising, and publicize cross-disciplinary programs and opportunities. Develop tenure and promotion guidelines for faculty involved.
- Create enhanced peer-to-peer teaching and learning opportunities, and peer learning and consultation networks around student wellness issues and academic support programs.
- Enlist faculty, students, and student-services professionals, and coordinate contributing support units such as the University Libraries, Ole Miss Online, Faculty Technology Development Center, and Center for Excellence in Teaching and Learning to establish vibrant one-stop student-learning workspaces for peer tutoring and counseling, developing multi-media presentations, group study sessions, and other activities.

Educate students for global citizenship and stewardship

- Appoint a faculty task force to develop curricular strategies, expectations, and requirements to achieve the objective of educating students for global citizenship and stewardship.
- Substantially increase international undergraduate student enrollment to expose all undergraduates to the benefits of regularly interacting with people from around the world. Allocate additional scholarship for his purpose.

- Acknowledge and emphasize the core value of study abroad as an academic responsibility, and allocate significant funding to provide appropriate departmental staffing and student scholarships dedicated to study abroad.
- Establish and maintain deep academic partnerships with universities abroad to include student and faculty exchanges as well as research, service-learning, and co-curricular opportunities for undergraduates.
- Establish a task force to develop guidelines for technology across the curriculum.

Embrace accountability

- Charge the colleges and schools with identifying, and, where necessary, developing meaningful methods to assess cumulative student learning in the semester of graduation.
- Develop programmatic goals and assessment measures for study abroad.
- Empanel a task force to report to the Provost on current barriers to timely undergraduate degree completion at all University campuses, and make recommendations for removing or reducing such barriers.
- Devise and support a comprehensive and proactive strategy for fundraising to achieve the University's goals for undergraduate education.
- Use traditional, digital, and other media resources to promote the University's comprehensive vision for undergraduate education to all parties invested in the University's success, including alumni, state legislators, private benefactors, and the citizens of Mississippi.

INTRODUCTION/RATIONALE

GRADUATE AND PROFESSIONAL EDUCATION IS an essential component of the University of Mississippi. Strong graduate and professional education programs are vital to discovering new knowledge through research, creating a highly skilled workforce, and developing effective teachers for current and future generations of students.

The University of Mississippi's research productivity is inextricably linked to the vitality of its research-based graduate programs. In the 2010 Carnegie classification system, the University is ranked as a Carnegie High Research University. To advance to the next level, Carnegie Very High Research University, the University must increase its research expenditures and the number of doctoral degrees it confers.

Graduate and professional education supports the economic, health care, and cultural development of the state and the region. Many of our graduate students become innovative teachers and scholars who shape the minds of future generations.

OBJECTIVES

TO ACHIEVE EXCELLENCE IN GRADUATE and professional education, the University will:

- **Enhance the quality of core, research-based graduate programs**

Strengthen our master's and doctoral programs in basic and applied research areas to fulfill the institution's mission to create knowledge and enhance the University's reputation as a comprehensive, flagship institution. Increase institutional support for graduate assistantships (e.g., the number of positions, stipend levels, and benefits) to attract and retain graduate students of the highest quality. Ensure that UM is the leading graduate research institution in the Mid-South and advances to classification as a Carnegie Very High Research University.

- **Expand access to professional graduate education**

Extend the reach (via online, blended, and off-campus delivery) of our master's/graduate certificate offerings, with

emphasis on diversifying the mode of delivery of applied/professional programs (e.g., selected professional master's programs, and teacher training). Ensure that UM, as a state institution, fulfills its mission to produce a highly skilled workforce, including the production of teachers, by expanding the educational opportunities it offers to nontraditional students.

- **Enhance student persistence and student development programs**

While most of our graduate students are full time, and our graduate program completion rate appears to be at the national average, further enhance student support and development programs to increase student engagement and persistence to prepare our graduates with a variety of skills expected in the professional and academic workplaces (e.g., preparing future faculty workshops, professional skills workshops, and mentoring programs). Provide workshops to prepare students for the job search, track placement of Graduate School alumni, and more effectively seek their opinions about educational practices. Ensure UM graduate and professional programs have completion rates that are above the national average. Prepare UM graduate and professional students for successful careers through training in a variety of professional and transferable skills.

- **Increase graduate and professional enrollment**

Compared to peer institutions, the University has a relatively small enrollment at the graduate/professional level. Whereas some of our graduate programs operate at an optimum student/faculty ratio and produce an appropriate number of graduates for the discipline's workforce, others may be able to expand capacity to benefit students, the workforce, and the programs themselves. Continue the University's commitment to promoting diversity among its graduate and professional students. Ensure its graduate and professional programs are marked by student diversity, and enrollment in programs is at levels that ensure vitality and quality consistent with the institution's mission.

UNIVERSITY-WIDE STRATEGIES/ TACTICS FOR SUCCESS

Immediate (Current–2-Year) Strategies/Tactics:

Enhance the quality of core, research-based graduate programs

- Review doctoral and master's programs to gauge quality and commitment to maintain, expand, or contract existing programs. Update program reviews performed in 2002-04, and make meaningful use of the recommendations.

Expand access to professional graduate education

- Identify a set of peer institutions to monitor success in achieving competitive levels of graduate stipend support.
- Encourage and enable departments and schools to use self-generated funds and portions of vacant positions to support graduate students.
- Develop feeder relationships with additional Historically Black Colleges and Universities (HBCU's), and continue the minority recruitment and student-support efforts of the Alliance for Graduate Education in Mississippi.
- Develop feeder relationships with selected international institutions/locations.

Enhance student persistence and student development programs

- Enhance UM's Preparing Future Faculty and Professional Development workshops to provide graduate students with opportunities to develop their teaching and other transferable skills.
- Promote the importance of faculty mentoring by recognizing outstanding mentors through workshops or awards.
- Provide more career services, track graduate school alumni, and post the positions they take on departmental websites.
- Engage departments and current students more effectively in recruiting, including a more efficient coordination between electronic recruiting by the Graduate School and departments.
- Develop an incentive plan for departments and schools to increase enrollment of tuition-paying graduate and professional students (e.g., law and pharmacy students).

2+ Years/As Funding Permits Strategies/Tactics:

Enhance the quality of core, research-based graduate programs

- Create a small number of high-profile, high-stipend graduate assistantships for recruiting outstanding prospects.
- Develop a University Foundation fundraising strategy and

endowment target (e.g., a \$10 million campus-wide goal or individual goals for each school) to support graduate education needs.

- Add \$500,000 per year to graduate assistantship budgets, as recommended in the 2008 Graduate Education Task Force Report, to enable graduate programs to increase both the number and size of graduate assistantships until both become competitive with those of peer institutions.

Expand access to professional graduate education

- Increase graduate assistants' health insurance subsidy to 100 percent to be competitive with benefits provided by other SUG institutions.
- Provide incentives to faculty members and departments that obtain external support for graduate students through a central matching plan and/or by promoting a plan to return a greater percentage of indirect cost and/or grant-funded tuition to principal investigators who include high-level graduate assistantships (e.g., \$20,000 or above per year) in their grants.
- Enhance the number of online and blended graduate programs utilizing off-campus facilities and partnerships with the Medical Center to expand access for nontraditional professional graduate students.
- Develop additional graduate and professional programs that meet the research and professional needs of the state and region.

Enhance student persistence and student development programs

- Double the Graduate School's funding for Dissertation Fellowships and Summer Fellowships.
- Develop formal courses in college-level teaching, responsible conduct of research, and professional workplace skills, possibly leading to one or more graduate certificates.

Increase graduate and professional enrollment

- Seek federal and foundation grants to support graduate education through a partnership of the Graduate School, Office of Research, Provost's Office, schools, and units such as the Center for Math and Science Education.
- Increase support for graduate students in a variety of ways to achieve competitive stipends and benefits (e.g., assistantship stipends that are at least 90 percent of the regional average) to attract and retain students of the highest quality.

INTRODUCTION/RATIONALE

AS A COMPREHENSIVE FLAGSHIP INSTITUTION, the University of Mississippi engages in the discovery, creation, and dissemination of knowledge for the benefit of society. New knowledge informs further inquiry, enhances educational experiences, improves the economic status of citizens in Mississippi, and enhances the quality of life for individuals throughout the world. Research, scholarship, and innovation in the humanities, arts, and sciences are accomplished at the University through the individual and collaborative efforts of its faculty, staff, and students, and are undertaken with a commitment to the institution's core values, especially academic freedom, stewardship of resources, service to Mississippi, and advantage to all people. These endeavors will succeed and have maximum benefit when aligned with a focused strategic vision and clear priorities.

OBJECTIVES

IN ITS PURSUIT OF DISTINCTION in this priority of excellence, the University will:

- Increase individual and collaborative research, scholarship, and innovation.
- Increase the role of graduate students in research and innovation activities.
- Enhance its capacity for research and scholarship.
- Engage in a disciplined investment strategy supporting research and scholarship.
- Capitalize on the University's small and diverse scholarly community.

UNIVERSITY-WIDE STRATEGIES/TACTICS FOR SUCCESS

Immediate (Current–2-Year) Strategies/Tactics:

Increase individual and collaborative research, scholarship, and innovation

- Develop a comprehensive inventory of research resources (e.g., libraries, cyber infrastructure, facilities, and shared equipment and expertise) and areas of current interdisciplinary research, and recommend specific policies, programs, and key investments to strengthen these resources and interactions.

- Develop new policies, guidelines, programs, and spaces that support collaborations within the University and with other universities, nonprofit organizations, and the private sector.

Increase the role of graduate students in research and innovation activities

- Improve graduate assistantships and benefits for students enrolled in Ph.D. programs.

Enhance the university's capacity for research and scholarship

- Devise strategies to increase success in garnering competitive grants and honors of distinction.

Engage in a disciplined investment strategy supporting research/scholarship

- Make the process for awarding and reviewing sabbaticals stronger and more rigorous.
- Identify and make immediate and long-term investments in existing areas of excellent scholarly research, and identify nascent areas for similar support.
- Acquire and allocate the resources needed to increase the recruitment and retention of scholars in identified strategic areas and Ph.D. degree programs.
- Develop and implement a long-term action plan to advance the recommendations outlined in the 2011 STEM (Science, Technology, Engineering, and Mathematics) task force report, including but not limited to the following:
 - ▶ Increase the number of graduates in STEM fields, especially among first-generation college students and underrepresented groups
 - ▶ Provide our state, region, and nation with graduates who are technically knowledgeable, effective problem-solvers capable of working equally well individually or as part of a team, adaptable to different environments and situations, and comfortable with change
 - ▶ Provide all students, regardless of major, with a greater understanding of science- and technology-related issues
 - ▶ Improve K-12 science teaching preparation and effectiveness
 - ▶ Improve science literacy of the general public

2+ Years/As Funding Permits Strategies/Tactics:

Increase the role of graduate students in research and innovation activities

- Develop the criteria, processes, and necessary resources for establishing new graduate-level programs at all campuses and innovative models for delivery of graduate education.

Enhance the university's capacity for research and scholarship

- Strengthen the rigor and impact of institutional support pro-

grams (e.g., start-up, cost-share, internal grants) aimed at increasing individual productivity and programmatic growth.

Engage in a disciplined investment strategy supporting research and scholarship

- Reorganize the University Research Board, and strengthen its role in enhancing research, scholarship, and innovation.

INTRODUCTION/RATIONALE

Alma Mater

Way down south in Mississippi,
There's a spot that ever calls,
Where amongst the hills enfolded,
Stand old Alma Mater's halls.
Where the trees lift high their branches,
To the whisp'ring Southern breeze.
There Ole Miss is calling, calling,
To our hearts' fond memories.

THERE IS SOMETHING SPECIAL ABOUT the collegiate experience at the University of Mississippi. From the picturesque, small-town setting of the main campus to the unique experiences and sense of community built around them, many of our graduates feel a connection to their alma mater that transcends their college years. The University of Mississippi offers its students an unrivaled collegiate experience, which encompasses their lives both inside and outside the classroom and results from interactions and relationships among the diverse people, activities, and opportunities found on all of our campuses. Our collegiate experience also reaches into the communities in which our campuses are located and involves our alumni, sports fans, and community partners.

As the University grows, it must preserve its strong sense of community while welcoming more students. It needs to extend the special opportunities found on our campus and in Oxford to its increasingly diverse student body so that those students, too, can create “fond memories.”

During the next decade, the University of Mississippi will be committed to offering an inclusive, welcoming community, an outstanding academic experience fostered by world-class faculty and staff, and a robust and vibrant campus environment that develops students academically, socially, and culturally.

OBJECTIVES

TO MAKE THE OLE MISS Experience robust, inclusive and vibrant, UM will:

- **Provide opportunities to ensure that all students succeed academically**
Fulfill the University's core mission of providing undergraduate and graduate education by supporting the academic and social needs of its students.
- **Foster an environment that promotes the health, safety, and personal growth of students, faculty, and staff**
Focus on health, safety, and personal growth, which will support the well-being of our students, faculty, and staff.
- **Promote broad cultural awareness by weaving academic, civic, and global engagement into more aspects of student life**
Provide multiple opportunities for students to build civil and global-engagement skills, which are key to fully participating in modern life, and continually emphasize their importance.
- **Build and support a diverse, welcoming, civil, and socially responsible community centered on the values of the UM Creed**
Keep the UM Creed, which expresses the University's commitment to respecting and celebrating individual diversity and supports the University's mission of providing educational opportunities to all, as a central component of our campus life.
- **Maintain and build upon our physical spaces, which in many ways determine the quality of the collegiate experience**
Ensure that our physical spaces not only respect the individual, preserve and maintain the historic “look and feel” of the campus, build strong living/learning communities, and encourage a sense of interconnectedness, but also can be fully enjoyed by all members of the University community.
- **Provide an enduring shared experience that fosters a feeling of belonging, promotes school spirit, and celebrates our university as a unique community**
Verify that the community formed at the University binds together our student body and extends across the nation, among our friends and alumni.

UNIVERSITY-WIDE STRATEGIES/ TACTICS FOR SUCCESS

Immediate (Current–2-Year) Strategies/Tactics:

Provide opportunities to ensure that all students succeed academically

- Establish a fully-staffed, first-year experience office to coordinate first-year programs, lead the University's retention efforts, and expose students to a multicultural environment, civil discourse, career/occupational exploration, and the arts and humanities through co-curricular activities. The roles and responsibilities for this office should also include the following:
 - ▶ Recruit and serve transfer and nontraditional students
 - ▶ Foster institutional relations with community colleges
 - ▶ Provide academic advising and support students in their transition to UM by offering a variety of workshops, programs, and services
 - ▶ Sponsor programs and services tailored to the unique needs of veterans

Foster an environment that promotes the health, safety, and personal growth of students, faculty, and staff

- Establish a task force to study growing enrollments and the physical environment of the Oxford campus to establish short- and long-term enrollment goals and to ensure that future growth is intentionally managed to preserve and protect the Ole Miss experience. To ensure enrollment does not outstrip access to academic support resources or our physical facilities and supporting infrastructure, this task force will:
 - ▶ Prepare enrollment goals for first-time freshmen and transfers;
 - ▶ Study the academic/demographic profile of the University's student body;
 - ▶ Look for an appropriate mix of undergraduate and professional and graduate populations;
 - ▶ Do a scenario analysis to anticipate and respond to various long-term enrollment growth projections; and
 - ▶ Review and update the University's Campus Master Plan to more accurately reflect the current campus environment, including the increase in student enrollment and the University's commitment to sustainability and green initiatives.

- Construct a world-class recreational facility; add outdoor recreational spaces for basketball, soccer, and other activities; add fitness equipment to residence halls; promote and better accommodate biking, walking, and riding buses; and increase connections with the LOU Pathways Commission and Oxford's parks and trails.
- Implement recommendations outlined in the 2010 UM Parking & Transportation Task Force Program Assessment Report. Recommendations include the following:
 - ▶ Merge existing and fractured parking and transportation-related personnel and processes into a single office responsible for coordinating and managing all parking and transportation services.
 - ▶ Institute a differential parking fee structure.
 - ▶ Evaluate existing and proposed shuttle services and traffic loop as proposed in the campus master plan.
 - ▶ Conduct a cost-benefit analysis of a parking deck within the campus core.
 - ▶ Enhance bicycle and pedestrian infrastructure.

Promote broad cultural awareness by weaving academic, civic, and global engagement into more aspects of student life

- Increase funding for on-campus programs and registered student organizations (via the Associated Student Body) that appeal to a wide range of students, serve as a late-night alternative to entertainment on the Oxford Square, and promote the humanities, partnerships with the surrounding community, and civic engagement.

Ensure that our physical spaces not only respect the individual, preserve and maintain the historic "look and feel" of the campus, build strong living/learning communities, encourage a sense of interconnectedness, but also can be fully enjoyed by all members of the University community

- Develop funding sources and a business plan to fund upgrades to the residence halls, student union, campus recreational facilities, dispersed dining options, and transportation initiatives.
- Replace or renovate and expand the Student Union to meet space demands for student meetings, informal gatherings, on-campus parties, concerts, lectures, films, student life offices, expanded dining options, and more.
- Implement campus ride-share and car-share program.

Provide an enduring shared experience that fosters a feeling of belonging, promotes school spirit, and celebrates our university as a unique community

- Support the Department of Athletics with the implementation of their ten-year strategic plan, which details the goals and initiatives necessary to advance the following three strategic priorities:
 - ▶ Ensuring student-athlete success in the classroom and on the field
 - ▶ Positioning our athletics teams to compete for championships
 - ▶ Building community and commitment to the University through outreach and by providing the ultimate game-day experience for our fans
- Launch a yearlong assessment and celebration (“Greek 2012”) of the Greek system to generate action plans to build a stronger and brighter future for fraternities and sororities by aligning Greek organizations with the University’s mission and values; applicable local, state and federal laws; and the laws of their national organizations.

2+ Years/As Funding Permits Strategies/Tactics:

Provide opportunities to ensure that all students succeed academically

- Improve the role of the Career Center, and increase opportunities for experiential learning to enable the University to assume a leadership role in this area, and ensure that experiential learning becomes a core element of the collegiate experience. To accomplish this, the University will:
 - ▶ Expand staffing, space, and funding for the Career Center to provide greater opportunities for career and leadership exploration and development activities

- ▶ Facilitate greater collaboration, communication, and information sharing between the Career Center and academic departments to enhance student access to internships, externships, and other experiential learning opportunities
- ▶ Expand opportunities so students in all academic areas can participate in cooperative educational programs
- ▶ Encourage academic advisors to work with the Career Center to provide career development and academic direction to struggling and/or undecided students
- ▶ Require career planning, assessment, and occupational development as part of a comprehensive Freshman Year Program
- ▶ Develop career placement and alumni mentoring programs

Build and support a diverse, welcoming, civil, and socially responsible community centered on the values of the UM Creed

- Provide a diverse, accessible, and inclusive learning environment, including the opportunity to learn and study with a diverse faculty. Establish a task force and/or hire outside consultants to:
 - ▶ Assess our institutional history, culture, policies, barriers, behaviors, support services, and practices in the area of diversity and accessibility
 - ▶ Evaluate the effectiveness of our diversity, inclusion, accessibility, and equity efforts, particularly in light of changing legal standards and the challenges presented by a larger and more diverse student body
 - ▶ Recommend active, intentional and explicit strategies to improve our results in this area and an appropriate structure for doing so

INTRODUCTION/RATIONALE

THE UNIVERSITY OF MISSISSIPPI'S EXCELLENCE is founded upon the excellence of its faculty. Further, as the constant in the university experience, faculty has the greatest positive impact upon the institution. To promote and protect the quality of our institution, we must strive not only to be a university that supports and is known for a pervasive culture of excellence and achievement, but also one that attracts, develops, and retains a superior and inclusive faculty. We must foster an environment that supports faculty members in their work and provides them with a high quality of life.

The University of Mississippi exists to create, share, evaluate, and apply human knowledge. The faculty members of this university create, share, and evaluate knowledge through their teaching, scholarship, and creative activities, and apply their expertise through leadership and service. When these activities are marked by achievement and excellence, and are guided by the principles of respect, integrity, and fairness, the University is better able to respond to the needs of students, the state, and the region.

OBJECTIVES

TO PROMOTE FACULTY EXCELLENCE, THE University of Mississippi will:

- **Recruit, develop, and retain a diverse faculty of the highest quality**
Educate our students, and prepare them for life in an increasingly diverse society, promote the free exchange of ideas, produce nationally recognized research and scholarship, and better serve the social, economic, and cultural development needs of the state, region, and nation.
- **Provide a system of equitable compensation for all faculty**
Equitable compensation is key to successfully attracting, retaining, rewarding, and recognizing the best and brightest scholars and teachers.

- **Foster an academic and professional environment for faculty that encourages and respects intellectual growth and exchange, professional collaboration and cooperation, and work/life balance**

Create such an environment, which is key to promoting faculty creativity, success, development, and achievement.

- **Adopt policies, systems, and procedures to create an efficient administrative environment**

Support the core academic, educational, and service functions of faculty with high-quality administrative services to enable faculty members to focus their time on these essential educational and research activities.

- **Encourage and support a culture of community engagement through academic programs and community partnerships**

Support such a culture, which is key to enabling faculty members to apply their expertise through services and to respond to the needs of students and the state and region.

- **Ensure an environment that meets the educational and research needs of the faculty**

Provide adequate and properly equipped classroom, laboratory, library, and research facilities.

UNIVERSITY-WIDE STRATEGIES/ TACTICS FOR SUCCESS

Immediate (Current–2-Year) Strategies/Tactics:

Recruit, develop, and retain a diverse faculty of the highest quality

- Create a task force on faculty excellence, and charge it with systematically compiling an overview of current programs and consulting best practices at comparable institutions to:
 - ▶ Define faculty excellence
 - ▶ Define faculty workload, examine practices at peer universities
 - ▶ Determine competitive peer groups to better assess faculty excellence, particularly in areas such as compensation, benefits, and start-up packages
 - ▶ Identify 5- and 10- year goals for competitive salary levels for faculty by rank and discipline vis-à-vis UM's peer groups

- ▶ Develop proposals to increase equity in teaching loads, including the identification of optimum faculty/student ratios, by unit
- ▶ Develop a university-wide policy on the status and employment of non-tenure-track faculty
- ▶ Develop proposals to provide supplemental salary opportunities for productive faculty (e.g., examine extending UM School of Pharmacy policy, compare to peer institutions)
- ▶ Develop incentive programs to encourage faculty productivity and reward success
- ▶ Develop plans to define and adopt post-professorial titles
- ▶ Develop a proactive policy on counteroffers and dual career hiring
- ▶ Develop proposals to enhance diversity and the intellectual environment for faculty (e.g., identify benchmarks or successful practices at peer institutions)
- ▶ Develop proposals to enhance the intellectual environment for faculty (e.g., reward collaborative work; develop a faculty dining facility, etc.)
- ▶ Develop proposals to meet the nonprofessional needs of employees related to work/life balance (e.g., areas including child care and elder care, dual career support programs, newcomer transitions, and employee benefits)
- Adopt policies and procedures for collecting exit interview information on faculty and staff leaving the University to identify factors negatively impacting retention of high-quality employees.

Ensure an environment that meets the educational and research needs of the faculty

- Initiate a systematic audit of the size and capabilities of available classroom, office, laboratory, and other space while developing a space-utilization plan reflecting the best available data on “worst-case” predicted needs and availability for 2020. Prioritize core academic and research functions when assessing these needs.

2+ Years/As Funding Permits Strategies/Tactics:

Provide a system of equitable compensation for all faculty

- Based on long-term goals from the faculty excellence task force, raise and maintain faculty base salaries to a competitive level vis-à-vis UM’s peer groups, and:
 - ▶ Initiate and direct development efforts to support a faculty excellence endowment with a stretch goal of \$250 million
 - ▶ Examine best practices and develop an institutional policy to address minimum salary levels for new hires
 - ▶ Examine best practices and develop a policy to address salary inversion that results from new hires
 - ▶ Examine best practices and develop a policy addressing new titles to recognize continued achievement by post-professorial faculty with accompanying salary enhancements

Foster an academic and professional environment for faculty that encourages and respects intellectual growth and exchange, professional collaboration and cooperation, and work/life balance

- Create and fund an Office of Faculty Development and Diversity within the Office of the Provost to address faculty development, retention, recruitment, and diversity issues. This office should be modeled after similar units at Harvard, UCLA, and the University of Florida.

INTRODUCTION/RATIONALE

THE UNIVERSITY OF MISSISSIPPI WILL excel only to the degree that it can attract, retain, and develop staff with the expertise and commitment needed to meet the opportunities and challenges of a great university in the 21st century. The University recognizes that staff excellence is vital to its academic and non-academic activities, and that staff diversity is critical to success.

For our staff and professionals, the University will make ongoing professional development part of its culture. New internal training programs for staff have been created, and more are in development. We have also enhanced our training and certification programs to help staff members become the best in their fields. The annual performance evaluation and goal-setting processes have been improved and have been implemented across the University.

As we enter a new decade, the University of Mississippi and surrounding community must be the best place for staff to work, raise families, and realize their full potential professionally and personally. Competition for the best and brightest staff will only continue to increase, so we must ensure that the University's policies and procedures for staff recruitment, retention, and advancement are aligned with our strategic goals of excellence. This alignment will help the University create and maintain an excellent and professionally satisfied workforce.

The University of Mississippi is nationally recognized as a preferred employer and "Best Place to Work" for staff professionals in higher education in terms of compensation, benefits, career advancement, and quality of life. The University will continue to build upon that reputation in a manner that reflects the institution's core values of fairness, civility, personal and professional integrity, and good stewardship of its resources.

OBJECTIVES

TO ACHIEVE STAFF EXCELLENCE, WE intend to:

- **Attract, develop, and retain an excellent and diverse staff**
Enhance resources, shared governance, and competitive compensation and benefits.

- **Align staff compensation and benefits with the University's peer group**
Ensure that staff compensation is competitive with regional employers.
- **Provide and support professional development and employee training programs**
Enable staff across the University organization to participate in and benefit from such programs.
- **Foster a culture of excellence that empowers high-performing staff**
Reward productivity and ensure accountability through the annual performance appraisal process.
- **Enhance staff members' leadership and involvement in service to their community and to their professions**
Encourage staff members to offer their knowledge and expertise for the betterment of the local community and for the advancement of their respective professions.
- **Ensure staff participation in institutional planning and decision making**
Recognize staff members as important University stakeholders.
- **Promote a healthy, safe, accessible, and sustainable campus**
Enhance individual health, community well-being, and positive work/life balance.

UNIVERSITY-WIDE STRATEGIES/ TACTICS FOR SUCCESS

Immediate (Current–2-Year) Strategies/Tactics:

Attract, develop, and retain an excellent and diverse staff:

- Develop and implement a multiyear staff recruitment and retention plan that includes details for elevating salaries for high-performing staff to national, position-specific standards. The plan should also address the following actions:
 - ▶ Outline a standard, university-wide method for determining merit and equity salary increases to discourage across-the-board salary increases and encourage the rewarding of staff productivity as determined by the annual performance appraisal and goal-setting process

- ▶ Examine and recommend new ways to improve retirement planning for staff, and develop uniform standards for retirement incentives
- ▶ Establish an annual process for reviewing staff exit interviews to identify trends and opportunities to improve recruitment and retention of outstanding staff at all levels
- ▶ Explore opportunities to advance our commitment to offering competitive wages for all staff to compete in our local employment market, attract high-quality staff, and ensure that employees receive wages and benefits at or above Oxford's living wage rate. Note: The University offers a minimum wage of \$10 per hour and is committed to paying wages above the federally mandated minimum wage
- ▶ With the direction and support of senior leadership, assess the annual performance appraisal to identify ways to increase staff utilization to more than 95 percent by 2013. Note: UM's current performance appraisal program is "highly recommended" for all eligible employees but not required

Provide and support professional development/employee training programs

- Develop and implement a multiyear plan to elevate the University's staff development program to an industry leader. By 2020, this program should be nationally recognized as a best-practice model for staff development and training. The University's multiyear staff development plan should also consider the following actions:
 - ▶ Explore ways to ensure that unit-level supervisors are developing their staff by increasing opportunities, support, flexibility, and incentives to participate in professional development and career-advancement opportunities (e.g., professional conferences, leadership-development programs, technical training, etc.). Charge supervisors/managers with providing opportunities for staff development, and encourage departments to pay for dues, enrollment fees, and materials
 - ▶ Study industry best practices, and identify new and innovative professional development programs and ways to improve the effectiveness and utilization of existing programs to reach all levels of staff
 - ▶ Consider branding the professional-development series as a comprehensive development program in which all levels of staff are encouraged to participate and include in the annual goal-setting process

- ▶ Continue to enhance career-development programs for all staff, including women and minorities, and provide internal and external opportunities for continual training and professional development to those with leadership potential and desire
- ▶ Explore ways to integrate a staff mentorship program into staff development
- ▶ Develop a training program for supervisors that enables them to utilize the performance evaluation and goal-setting process, develop multiyear career-development plans for staff, effectively communicate with high-performing and underperforming staff, and determine merit-based salary increases and career-advancement decisions.

Enhance staff members' leadership and involvement in service to their community and to their professions

- Evaluate the feasibility for a program that would allow staff members to contribute paid leave time to create a general leave pool for those participating in community service projects undertaken to mitigate catastrophic events or special circumstances impacting our local communities and our state (e.g., hurricanes, floods, tornados). Seek IHL approval for the program, and require that these service projects be University-sanctioned, have space and time limitations, and be carefully monitored.

Promote a healthy, safe, accessible, and sustainable campus

- Develop and implement a multiyear plan for promoting and advancing health, nutrition, exercise, and individual wellness among all employees. Set the University as a beacon of leadership throughout the state by educating and fostering a community that is committed to a healthy and sustainable lifestyle and campus environment. Develop and integrate industry-leading programs and initiatives that will transform health promotion, nutrition, exercise, and individual wellness for all employees. The University's multiyear healthy campus plan should:
 - ▶ Establish a plan for supporting an industry-leading work/life balance program by enhancing flexibility in the workplace and improving employee services (e.g., fitness center, health center, and child care center, etc.)
 - ▶ Partner with the School of Applied Sciences to develop and promote a nutrition planning program for employees by utilizing faculty and graduate student expertise in nutrition and health promotions

- ▶ Continue to monitor and advance accessibility throughout all facets of the University to ensure that individuals with disabilities can fully participate in campus life
- ▶ Implement a mandatory training program for all new employees to acquaint them with the University's sustainability goals and guidelines
- ▶ Continue to assess and improve campus structures and landscapes to ensure the safety of the people who use them and to provide an attractive and nurturing learning and working environment
- ▶ Expand and enhance partnerships with local communities surrounding the University's campuses to extend campus life into those communities in ways that add vitality to both campus and community
- ▶ Ensure that new construction and renovation projects maximize environmental and economic sustainability principles, are fully and easily accessible to all members of the University community, and enhance the health and well-being of occupants
- Establish a University-wide risk assessment advisory committee to monitor and respond to campus risks and safety issues. Suggest that the task force consider hiring an external consultant to provide an independent assessment as to how the University can improve its effectiveness in managing and responding to emerging organizational risks. Continue to build on our recognition as one of the nation's safest college campuses by enhancing our proactive approach to risk management.

2+ Years/As Funding Permits Strategies/Tactics:

Foster a culture of excellence that empowers high-performing staff

- Evaluate how staff involvement in programmatic and administrative efficiencies could result in the reallocation of resources toward staff salaries (e.g., energy savings).

Enhance staff members' leadership and involvement in service to their community and to their professions

- Advance the Staff Council's role in promoting and advancing a program to quickly mobilize and respond to our colleagues' immediate needs (e.g., catastrophic events).

Ensure staff participation in institutional planning and decision making

- Enhance the culture of innovation and process improvement by advancing the University's Efficiency & Effectiveness Program (E2Talk) and establishing an internal revolving-loan fund to support innovative ideas for operational improvements identified by staff and members of the University community.
- Establish a visible process for surveying staff annually to assess workspace and technology needs and identify recommendations for continual improvements.

INTRODUCTION/RATIONALE

UNIVERSITY OF MISSISSIPPI FACULTY, STAFF, students, and alumni have the opportunity to make meaningful contributions to the state, the nation, and the world. The state and region have many needs that could and should benefit from the application of knowledge and talent available at the University. In turn, real-world applications of knowledge and talent can nurture active citizenship in the University and broader community, and teach valuable skills to our students, faculty, and staff. Through civic engagement and service, the University will purposefully apply its talent and knowledge so as to transform individuals, communities, and regions.

OBJECTIVES

TO ACCOMPLISH THIS PURPOSE, OUR goals are to:

- **Create an infrastructure that facilitates and encourages community engagement**

Build an infrastructure that provides central guidance and assistance to facilitate meaningful and effective community engagement and service activities. Establish a center with dedicated staff to best support the infrastructure.

- **Develop partnerships to effectively facilitate transformation**

Form effective partnerships, which will be necessary to facilitate transformation, with K-12 institutions, other educational entities, businesses, and community organizations in order to fight poverty (and its related issues/factors) through education.

- **Establish a culture that celebrates, rewards, recognizes, and values community engagement**

Establish campus-wide awards and scholarships, support community-based research and teaching, integrate service learning into our programs and curricula, and encourage and facilitate the integration of service activities into our criteria for hiring, promotion, and tenure.

- **Identify and support target areas of community engagement**

Target specific areas in which we can maximize our impact, which will be important as we match needs with University talents and resources, and as we define and measure the

trail of impact that results from the University's activities, which will facilitate the development of measurement parameters that will enable assessment.

- **Develop a common service vernacular**

Develop and disseminate a common language to describe service, civic engagement, and community engagement, and to promote service and transformation.

UNIVERSITY-WIDE STRATEGIES/TACTICS FOR SUCCESS

Immediate (Current–2-Year) Strategies/Tactics:

Create an infrastructure that facilitates and encourages community engagement

- Charge a civic engagement center implementation task force to:
 - Visit other centers to learn best practices and consult with successful center directors
 - Launch a search for a center or office director
 - Outline resource needs
 - Develop an organizational chart, and outline current units and resources that will align within the center
 - Recommend development opportunities (e.g., donors, government agencies, foundations, grants, etc.)
 - Appoint an advisory board that includes key community agency representatives
 - Make recommendations about developing a Faculty Fellows program

Develop partnerships to effectively facilitate transformation

- Form a Center or Office of Civic Engagement (name to be finalized by the task force) to:
 - Facilitate collaborative research and scholarship related to civic engagement
 - Provide student scholarships that reward participation
 - Facilitate and foster development of service-learning courses
 - Host, nurture, and develop external partnerships and engagement

- ▶ Facilitate, foster, and integrate diverse opportunities for civic engagement across multiple institutional levels (e.g., faculty, staff, students, and alumni)
- ▶ Evaluate civic engagement to monitor its trail of impact
- ▶ Develop a standard of measurement and tracking process of civic engagement to guide purposeful investments that maximize the opportunity to transform individuals, communities, and regions
- ▶ Build and foster relationships with alumni, businesses, and community agencies to advance the mission of civic engagement and nurture the development of educational opportunities for students
- ▶ Serve as a clearinghouse for knowledge and models of civic engagement
- ▶ Develop a visual map that represents the key focus areas and establishes a bold vision for making a difference in the area of poverty and other key areas

2+ Years/As Funding Permits Strategies/Tactics:

Establish a culture that celebrates, rewards, recognizes, and values community engagement

- Promote and develop a civic-engagement component within degree programs relevant and appropriate to those programs.
- Expose all students to community engagement, involvement, or participation by the time they graduate. To do so, the University should:
 - ▶ Explore ways to facilitate student involvement through our existing programs (e.g., degree programs, living/learning communities, residential colleges, Freshman Year Experience courses)

PLANNING PRINCIPLES /

THE PLANNING PRINCIPLES BELOW REPRESENT common themes that cut across all of the Priorities of Excellence. The working groups included these concepts in their work and the plans they created for each priority. Ongoing university and unit-level planning will be developed in alignment with these priorities as well.

Quality & Focus

Accrediting bodies, government regulators, and the general public have focused increased attention on quality assessment in higher education. As costs have risen, higher education has been called upon to justify those costs by proving its value. This means providing evidence on how well universities teach their students, create important new research, and serve their communities.

In the coming years, universities that thrive will be those who rigorously measure quality and focus on the strong and emerging academic programs of strategic importance to them. To address this anticipated shift in higher education, the University of Mississippi must integrate strategic initiatives that will create and maintain leadership across all of its academic areas but do so selectively and strategically within each area.

Beyond Borders

The concept of Beyond Borders prompted analyses of how artificial and traditional borders limit creativity and our potential for excellence. The globalizing economy points to the importance of working across national and cultural borders to prepare our students to be successful. Beyond Borders also encompasses the notion of breaking down the traditional boundaries of academia, which are based on discipline or administrative divisions. The values of international and interdisciplinary collaboration must be infused into the University's teaching, research, and service activities. In addition, enhanced communication and collaboration among administrative units, the different campuses, and faculty, staff, students, and alumni are key components of the concept of Beyond Borders.

Creativity: Arts & Innovation

The University of Mississippi's strong culture of creativity and innovation represents one of the University's greatest strengths and best strategies for creating and maintaining excellence in research and for building community within and beyond our institution. Art and innovation cut across all disciplines and

divisions, be they in research, laboratories, classroom teaching, performing arts, business incubators, or other activities springing from the University's creative culture.

As the University moves ahead in the globalized, high-tech economy of the 21st century, all members of our community will be asked to consider how its strategic initiatives manifest creativity and innovation, whether in the arts, sciences, humanities, technology, administration or service.

Diversity & Inclusion

As a public institution, the key component of the University of Mississippi's mission is providing a high-quality and affordable college education to the citizens of Mississippi. As members of the University community, we recognize that diversity and excellence go hand in hand, and that diversity enhances our teaching, scholarship, and service as well as our ability to welcome, respect, and interact with other people. Our nation is becoming more diverse, and the growing importance of international collaboration underscores the University's need to promote and enhance the integration of domestic and international diversity while elevating its programs and initiatives to improve access for all Mississippians.

Organizational Stewardship & Sustainability

The University's commitment to sustainability leads us to embrace its principles across all areas of campus from education and research to operations, activities, and planning. Embracing sustainability and related topics within the core mission creates meaningful learning opportunities for students. Becoming more sustainable in operations requires maximizing our organizational effectiveness, via a collective spirit of cooperation among all segments of the University. The University will demonstrate fiscal and environmental discipline to ultimately increase its ability to fulfill its mission.

Blue Sky

The Blue Sky principle is intended to encourage members of the University community to think big, to question fundamental assumptions, and to be bold and innovative. If we were to launch a new institution today, what would we do differently? How will a major public research university be defined in 2020, or in 2050? What assumptions about "the ways things are" do we bring to the table, and how can we continue to challenge the

status quo with innovative, bold ideas? Engaging in Blue Sky thinking will be critical to the University's success and enable the institution to be an innovative leader throughout its chosen Priorities of Excellence.

Hospitality & Community

The University of Mississippi takes great pride in the Southern hospitality and spirit of community that unite its campuses. The University has included the planning principle of hospitality and

community to preserve this spirit. As an institution, the University must continue to seek ways to strengthen relationships among diverse members of its extended community, including those on our campuses and alumni around the world. The institution must also continue to improve upon the hospitality that it offers to its visitors, whether they be prospective students and their parents, distinguished academic guests, sports fans, or even visitors just passing through.

ENABLING INFRASTRUCTURE /

THE STRATEGIC PLANNING COUNCIL IDENTIFIED six core elements of the University's Enabling Infrastructure that are critical to assuring the institution's long-term success and achieving the strategic priorities of UM 2020. These six elements will be integrated into and advanced throughout the strategic planning process at every level of the University's organization.

Core elements of the *Enabling Infrastructure* for UM 2020 include:

Technology Innovation & Improvement

College campuses in the 21st century must be leaders in innovative and accessible technology. Students expect and deserve access to the latest communication platforms and fastest broadband connections to facilitate their learning both inside and outside the classroom. Faculty members need the support of information technology to enhance their classroom instruction, better connect with their students, and produce their research. Staff members must have the appropriate technology to increase productivity and efficiency.

Budgeting & Financial Sustainability

Our success as a university, in many ways, depends on sound budgeting practices and financial sustainability. Many of the initiatives contained in the UM 2020 plan that will help the University of Mississippi achieve excellence in the next decade will require new and enhanced financial resources. As we implement the UM 2020 plan, we must continually monitor the financial sustainability of our plans and create the most efficient means for budgeting our resources.

Facilities & Physical Infrastructure

The University's campus includes more than 5 million square feet of space in more than 150 buildings. This physical environment enables students to live and learn, faculty to teach and conduct research, and staff to support these efforts. The Uni-

versity of Mississippi has experienced a prolonged period of growth, and we anticipate more growth. We must make sure we have the physical capacity to accommodate this growth while fulfilling our mission.

Marketing & Communications

Marketing and communications are required to ensure that our community, state, and nation hear about the wonderful accomplishments and opportunities available on our campuses. The important work we do changes lives, and we must effectively communicate our story. Effective communication will help attract needed funding from alumni, corporations, friends, foundations, and government agencies to support our efforts in education and research for the betterment of society.

Capital Campaign & Development

Many of the goals and initiatives contained in UM 2020 could be supported by private donations. The Ole Miss family includes many generous donors who are looking for an opportunity to support the University as it moves into a new decade. One of the outcomes of UM 2020 will be the development of a comprehensive campaign that will communicate the plan's priorities and initiatives to alumni and donors.

Organizational Structure & Staffing

As UM 2020 is implemented, we must continually reexamine our organizational structure and thoughtfully add new positions to achieve our goals and initiatives. While the student population has grown and we have branched out into new areas, the number of faculty and staff has not grown commensurately. Therefore, it is imperative that we increase the number of faculty and staff working at the University to accomplish the goals of UM 2020.

MEASURING PROGRESS /

THE STRATEGIC PLANNING COUNCIL, WITH the assistance of the Office of Strategic Planning and the Office of Institutional Research & Assessment, will be responsible for monitoring the implementation and success of the objectives and initiatives outlined in the UM 2020 strategic plan. The Council will measure progress in two ways. First, the Council will continue to meet regularly and ensure that initiatives are implemented and have appropriate and necessary resources. Second, the Council will undertake a process of determining which metrics will best demonstrate success. The University intends to balance the need for measurement with the reality that many of the objectives included in UM 2020 are complex and may not be easily reducible to quantitative metrics.

Implementation

The Strategic Planning Council will oversee the creation of an implementation plan for each of the initiatives and objectives put

forward in this document. Initiatives that are listed in the Immediate Strategies/Tactics section will be assigned to individuals and units that will be responsible for their achievement. The Council will also continually prioritize and review initiatives and objectives as the UM 2020 plan is intended to be a living document. As the University grows and changes over the next ten years, the UM 2020 Strategic Plan will also grow and adapt, while keeping within the spirit of the vision articulated in this plan.

Assessing Progress

In addition to monitoring the implementation of initiatives and objectives, the Strategic Planning Council will track a set of performance metrics and qualitative indicators to measure the impact of these efforts. Key performance indicators will serve as a tool for gauging the strategic plan's overall impact and success but will not impede the ability of academic units to manage their own internal processes.