

College of Arts and Science

3-Year Strategic Plan: 2024-2027

Mission Statement

The College of Arts and Science at Mizzou is dedicated to teaching critical thinking and creativity to our students. We are committed to researching the challenges we face to find evidence-based solutions and to enriching the world through creative work. We have the vast range of expertise that turns ideas into reality and where experiential learning and innovation flourish. As the largest college at the University of Missouri, an AAU, public, land grant institution, we serve our state and nation by educating Mizzou students, advancing research and creative work, and engaging Missouri and beyond.

About the Strategic Plan

The College of Arts and Science Strategic Plan sets a 3-year focused direction with emphasis on students, teaching, research, and creative work, community engagement and outreach, and employee culture. We will use our footprint to support Mizzou's strategic plan and to make an impact in each of these areas. The goals within establish the college's priorities with strategies to support those goals and space for annual tactics that build toward our long-term success. Infused throughout are themes of both growth and refinement with an emphasis on the positive impact that inclusion and belonging have on our success.

The College of Arts and Science seeks to improve lives and communities both in Missouri and across the world. This is how.

View the full plan and our progress: coas.missouri.edu/strategic-plan

Focus Areas

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Champion student success

Our purpose is to prepare students for endless possibilities. Because of the College of Arts and Science's breadth and depth of academic expertise, our students learn to think deeply and better understand the world around them. To do this, we connect our students with knowledge and guide them to their post-graduation goals. We are committed to a comprehensive approach to undergraduate and graduate student success, starting with recruitment, through their academic studies and into the many opportunities that await them following graduation.

Measurables:

- Contribute to MU's stated undergraduate student success measurements: retention rates, graduation rates, social mobility, participation in high-impact practices (HIPs)
- Contribute to MU's stated graduate student success measurements: awards and fellowships, research assistantships, and sharing scholarship and creative work

Goal 1: Enhance a comprehensive approach to academic success

Undergraduate Strategies:

- Recruit prospective students by informing them of the A&S experience and the range of opportunities offered
- Improve curricular cohesion within programs through curriculum mapping and coordinated course and program learning outcomes
- Improve retention for students with success gaps with strategies that support campuswide efforts
- Support campuswide communication strategies for Student Success
- Support student success across campus through foundational and general education course offerings
- Support students through degree completion, minors and certificates
- Provide Proactive Advising

Graduate Student Strategies:

- Prioritize program learning outcomes
- Support opportunities to showcase graduate student work
- Support professional scholarly production including grant writing, abstracts, publications, conference presentations, awards, fellowships, creative work, etc.

Goal 2: Launch a comprehensive approach to post-graduation success

Undergraduate Strategies:

- Incorporate high-impact practices into academic degree plans
- Enhance culture of career development
- Promote opportunities for prestigious external awards
- Strengthen campus alliances to enhance support

Graduate Student Strategies:

- Support students' post-graduation trajectories for both academic and professional pathways
- Develop professional skills including communication

Goal 3: Improve academic and post-graduation success by expanding opportunities and access to high-impact practices (HIPs) and experiential learning

Undergraduate Strategies:

- Expand and enhance undergraduate research and creative work, service learning and community engagement, study abroad, and internships
- Support student leadership growth and opportunities
- Recognize student and on-campus employment

Graduate Student Strategies:

- Feature graduate student work by maximizing campus opportunities
- Connect graduate students to campus professional development opportunities

Provide expert instruction

Our commitment to student success is demonstrated by our effective teaching and learning strategies. The College of Arts and Science is a place where students learn to research, analyze, and then effectively communicate about their learning to advance their academic journeys into their lives and careers. We are home to knowledgeable experts who use evidence-based approaches in their teaching through distinct, discipline-specific pedagogies. Our faculty's impact is felt deeply in our college and throughout the larger campus community.

Measurables:

- Align tracking of program and course learning objectives with campuswide initiatives
- Track teaching efficacy measures

Goal 1: Leverage faculty expertise in teaching, research, and creative work to enhance learning environments

Strategies:

- Continuously assess and refine teaching strategies in response to the latest scholarship and evidence-based pedagogical practices
- Provide excellent foundational and general education coursework for undergraduate students in the college and across campus
- Grow opportunities for interdisciplinary collaboration in the learning environment

Goal 2: Cultivate and recognize teaching effectiveness

Strategies:

- Incorporate program review findings to enhance instruction
- Recognize teaching excellence
- Maximize pedagogical development opportunities

Goal 3: Prepare students for diverse, post-graduation trajectories through expert instruction

Strategies:

- Build a career readiness culture: promote NACE competencies across curriculum
- Provide support for including HIPs into course and program curriculum
- Prepare students for graduate and professional school
- Recognize varied graduate student career pathways

Goal 4: Enhance excellence in graduate education

Strategies:

- Enhance mentoring and collaboration opportunities
- Provide professional development opportunities
- Improve preparation for interdisciplinary teams

Goal 5: Improve accessibility in learning environments

Strategies:

- Identify evidence-based pedagogical improvements
- Identify technological improvements
- Implement physical and technological improvements

Grow and promote the impact of research and creative work

We are committed to discovery and excellence in our research and creative work. Because of our wide range of expertise in the College of Arts and Science and our strong cross-campus connections, we are a catalyst for collaborations with big impact. Our land grant mission ensures we are bringing discovery and creativity to our broader community to transform the lives of Missourians and beyond.

Measurables:

- Contribute to campuswide goals for grant-funded research: proposals, awards, and expenditures
- Contribute to campuswide goals for books, articles, citations
- Track creative work productivity
- Track collaborative research: grant-funded research featuring more than one department

Goal 1: Increase research and creative work

Strategies:

- Leverage MizzouForward collaborations and recruitment
- Increase high-impact scholarly publications and creative work: books, articles, citations, etc.
- Drive research productivity through support programs

Goal 2: Converge collaborative research

Strategies:

- Enhance existing Centers and Institutes
- Launch high-impact Centers and Institutes
- Explore new growth areas
- Promote college-based research initiatives
- Direct A&S resources toward impact and sunset inactive initiatives

Goal 3: Promote the impact of research and creative work

Strategies:

- Use college and campus channels to showcase research developments
- Use media coverage statewide and nationally to showcase research with everyday impacts
- Highlight A&S community engagement and outreach

- Develop a robust mechanism and culture for submitting faculty award nominations

Goal 4: Enhance the student pipeline of future researchers

Strategies:

- Bolster graduate student recruitment efforts
- Focus on the impact of mentoring and apprenticeship
- Lead efforts for training grants in areas of research strength
- Support programs that prepare researchers of diverse backgrounds
- Bolster undergraduate research
- Enhance graduate programs



Strengthen community engagement and outreach

Using our strengths in teaching, research, and creative work, we are partnering with communities to help meet their needs and interests. We contribute in ways that highlight our collaborative and interdisciplinary culture. The meaningful, collaborative engagement of our faculty, staff, and students enhances the communities we serve, attracts new students and supporters to our campus, and broadly promotes health and well-being.

Goal 1: Understand strengths and opportunities for growth

Strategies:

- Develop a report of current activities with program/department-led concepts for growth
- Share best practices of community engagement to align communities' needs and interests with A&S expertise
- Explore programming for local and state communities

Goal 2: Build a stronger A&S infrastructure for community engagement and outreach

Strategies:

- Improve the efficacy of engagement and outreach coordination
- Develop a mechanism for tracking and measuring

Goal 3: Promote and support the impact of MU community engagement and outreach

Strategies:

- Support Extension-led and campus-led engagement and outreach work that aligns with our strengths
- Provide promotional expertise to priority community engagements
- Showcase the impact of programming

Strengthen A&S employee culture

To meet the distinct goals of our strategic plan, we must focus on our people – the faculty, staff, and students who are contributing to our research, teaching and service mission in alignment with the University of Missouri's values of Respect, Responsibility, Discovery, and Excellence. We are committed to a healthy, supportive, and inclusive environment where all members of the College of Arts and Science team are valued, can achieve their goals, and thrive.

Measurables:

- Monitor progress using existing tools:
 - COACHE Survey
 - Pulse Survey

Goal 1: Support faculty to have their highest impact

Strategies:

- Enhance the employee onboarding experience
- Focus on faculty mentoring
- Champion leadership development
- Refine annual performance evaluation and tenure/promotion standards
- Promote research leave and support programs
- Develop teaching leave and support programs
- Increase college and departmental support for faculty honorific award nominations

Goal 2: Support staff to have their highest impact

Strategies:

- Enhance the employee onboarding experience
- Develop staff pathways for career advancement
- Invest in professional and skill development
- Develop a structure for staff mentoring and job training
- Recognize staff excellence

Goal 3: Support inclusive excellence across A&S communities

Strategies:

- Foster a sense of belonging and respect for all A&S faculty, staff, and students
- Develop departmental inclusive excellence plans
- Recruit as part of MU's Preparing Future Faculty for Inclusive Excellence