



College of Arts, Sciences, and Business

Working Draft

Strategic Plan 2015 – 2020

Revised: September 1, 2015

Theme 1

Develop and inspire creative thinkers and leaders for life-long success

Implementation Plan | Portfolio Management of Actions

Level 1.1 Require all undergraduate students to participate in some significant experiential learning activity before they graduate

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
1.1.1: Assist departments with the development of their own experiential learning policies; department approved policies will be submitted to VPUS by Fall 2015		SP 2015	6 months	CASB and departments	no program existed previously	Percent of compliance among CASB departments (goal = 100%)
1.1.2: Collaborate with International and Cultural Affairs to develop a Global Scholar Initiative Program to support the development of faculty-led programs abroad		FS 2015	ongoing	CASB and International and Cultural Affairs Office	2 faculty-led study abroad programs in FY15	Number of approved newly developed faculty-led study abroad programs (goal = 2 new programs developed each year until 2020)
1.1.3: Enhance our partnership with Boeing IT, including hosting at least two Boeing employee speakers for on campus panel discussions and workshops during FY16		AY15-16	ongoing	CASB, Office of Global and Strategic Partnerships, Office of Development, Boeing IT		Number of Boeing events hosted by CASB on campus (goal = 2 per year)
1.1.4: Develop the S&T Field Station into an exemplary educational resource for students from a variety of disciplines		AY15-16	ongoing	CASB, Department of Biological Sciences, Office of Development	Students in 3 CASB courses were able to use the Field Station in AY14-15	Number of faculty, courses, and students able to take advantage of the S&T Field Station (goal = 2 additional courses each year from AY14-15 to AY19-20)

Implementation Plan | Portfolio Management of Actions

Lever 1.2: Foster innovation and creativity for faculty, staff, students and administration

Prioritized Actions	Incorporated Into	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
1.2.1: Create Undergraduate and Graduate Student Leadership Councils for CASB and provide opportunities for members to assume leadership roles among the student body		AY15-16	ongoing	CASB, undergraduate students, graduate students	no such councils existed previously	establishment and regular meeting schedule of councils (goal = 15 undergrads and 8 grad students by AY16-17)
1.2.2: Partner with Student Affairs to develop engaging and innovative theme-based residential communities		AY15-16	ongoing	CASB, Student Affairs, Residential Life	few such communities previously existed	participation in these theme-based communities
1.2.3: Administer a best-in-class pilot grant program for faculty in CASB to participate meaningfully in best-in-class-related research		AY15-16	five years	CASB, Office of the Chancellor, Office of the Provost	\$80K distributed to CASB research teams in AY14-15	Maintain this level of annual grant funding until 2020

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Lever 1.3: Establish database of measures to define student access to faculty and staff

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
1.3.1: Document numbers of CASB faculty who mentor OURE students or other undergraduate research activities		AY15-16	ongoing	CASB, Undergraduate Studies	# of CASB faculty who mentored OURE students in AY14-15	# of CASB faculty who mentor OURE students
1.3.2: Document numbers of students enrolled in special problems or independent study courses		AY15-16	ongoing	CASB, Registrar's Office	# of CASB faculty who supervised students in special problems or independent study courses in AY14-15	# of CASB faculty who supervise students in special problems or independent study courses
1.3.3: Document numbers of students in CASB majors participating in faculty-led field trips and study-abroad programs		AY15-16	ongoing	CASB, Office of International and Cultural Affairs	# of CASB students who participated in study abroad programs in AY14-15	# of CASB students who participate in study abroad programs
1.3.4: Document numbers of CASB faculty who serve as advisors to RSOs		AY15-16	ongoing	CASB, Office of Student Life	# of CASB faculty who served as faculty advisors to RSOs in AY14-15	# of CASB faculty who serve as advisors to RSOs

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Level 1.4: Create professional and leadership development opportunities for faculty, staff, alumni and students

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
1.4.1: Nominate CASB faculty to the University of Missouri Leadership Development Program		AY15-16	ongoing	CASB, Office of the Provost, UM System	3 CASB faculty were chosen to participate in AY15-16	number of CASB faculty chosen for the LDP program (goal =2 or more each year)
1.4.2: Send CASB department chairs, administrators, and faculty with leadership potential to national leadership development conferences		AY15-16	ongoing	CASB, Office of the Provost, Office of the Chancellor	1 department chair and 5 administrators attended in AY14-15	number of CASB chairs and administrators who attend national leadership development conferences (goal = 2 or more each year)
1.4.3: Create Undergraduate and Graduate Student Leadership Councils for CASB and provide opportunities for members to assume leadership roles among the student body		AY15-16	ongoing	CASB, undergraduate students, graduate students	no such councils existed previously	establishment and regular meeting schedule of councils (goal = 15 undergrads and 8 grad students by AY16-17)
1.4.4: Create professional development opportunities for staff by underwriting their expenses for taking S&T courses		AY15-16	ongoing	CASB	no such program previously existed	number of staff members participating (goal = 3 per semester)

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Lever 1.5: Encourage and enhance collaboration in teaching and research

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
1.5.1: Support collaborative classroom teaching from faculty with diverse areas of research expertise to enhance student learning		AY15-16	ongoing	CASB, Office of Undergraduate Studies, Office of Graduate Studies	In AY14-15, one CASB class (chem)	10 CASB classes annually by 2020
1.5.2: Continue to support collaborative research among faculty from different disciplines, different departments, different UM campuses, and other universities		AY15-16	ongoing	CASB, CEC, UM System	In AY14-15, 5 such research teams existed	25 such collaborative research teams by 2020
1.5.3: Support and encourage academic/industry collaborative teaching and research to teach students how to solve real-world problems		AY15-16	ongoing	CASB, COER, Office of Corporate Relations	In AY14-15, 1 academic-industry collaborative research team existed	10 such academic-industry collaborative teams by 2020

Theme 2

Enhance reputation and raise visibility

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Lever 2.1: Employ transformative and focused faculty hiring and retention, including cluster hires in select areas of expertise to support best-in-class achievements

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
2.1.1: Administer a best-in-class pilot grant program for faculty in CASB to participate meaningfully in best-in-class-related research		AY15-16	five years	CASB, Office of the Chancellor, Office of the Provost	\$80K distributed to CASB research teams in AY14-15	Maintain this level of annual grant funding until 2020
2.1.2: Continue high-caliber hiring of CASB faculty in the four best-in-class areas		AY15-16	five years	CASB, Office of the Chancellor, Office of Provost	Two BIC hires in AY14-15 were in CASB	number of BIC hires in CASB (goal = 2 or more BIC hires each year until 2020)

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Lever 2.2: Leverage S&T as Missouri's technological research university

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
2.2.1: Support development of novel technologies for real world uses		AY15-16	ongoing	CASB, Missouri S&T	1 technology licensed in AY14-15	5 novel technologies being licensed annually by 2020
2.2.2: Support the process of patenting novel technical discoveries		AY15-16	ongoing	CASB, Missouri S&T	1 patent/year	5 patents filed annually by 2020
2.2.3: Encourage CASB faculty/staff/students to present their technological discoveries at conferences, in media displays, and through publications		AY15-16	ongoing	CASB	approx. 100 conference presentations and 80 peer-reviewed publications	At least 200 conference presentations and 160 publications annually by 2020
2.2.4: Encourage CASB faculty/staff/students to work with industries to bring their discoveries to market		AY15-16	ongoing	CASB, Marketing and Communications, Office of Development, Office of Technology Transfer & Economic Development	one faculty working to market an invented technology in AY14-15	At least 5 faculty/staff working with companies to market their invented technologies by 2020

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Level 2.3: Develop a culture of excellence in research, scholarship and creative activity among faculty, staff, and students

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
2.3.1: Implement a CASB program to provide financial support for teaching professors to attend and participate in national conferences on pedagogy or other forms of professional development		FS 2015	ongoing	CASB	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed
2.3.2: Create and present Excellence in Research Awards for both undergraduates and graduate students in CASB		AY15-16	ongoing	CASB	no such college-level program previously existed	number of nominations; number of awards
2.3.3: Implement a CASB program to support undergraduate and graduate student travel, so CASB students can present their research at professional conferences		AY15-16	ongoing	CASB	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed
2.3.4: Implement a program to incentivize CASB faculty to design new online summer course offerings; these courses will better accommodate some students' educational needs as well as allow research faculty to remain productive through the summer months		AY15-16	ongoing	CASB, CERTI, Ed Tech	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed (goal = 2 awards @ \$5K each for AY15-16; 3 awards @ 5K each thereafter)

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Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey return on investment

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
2.4.1: Publish a regular newsletter featuring stories, news, and updates related to CASB		AY15-16	ongoing	CASB, Marketing and Communications, Office of Development	No such newsletter previously existed	number of annual issues; circulation of the newsletter
2.4.2: Send a CASB update letter from the Dean to all CASB alumni, donors and corporations twice a year		AY15-16	ongoing	CASB, Marketing and Communications, Office of Development	One update letter sent in AY14-15	number of update letters written each year; number of recipients (goal = 2 updates per year)
2.4.3: Continue to encourage CASB faculty to publicize their achievements via local media, professional conferences, workshops, etc.		AY15-16	ongoing	CASB, Marketing and Communications, Office of Development	200 conference presentations and 100 seminars given in AY14-15	By 2020, at least 300 conference and local presentations, and 20 workshops, will be given annually that publicize faculty achievements

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Levier 2.5: Modify our conventional methods of teaching to accommodate current, new and advanced technology that will enhance student learning and increase faculty productivity

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
2.5.1: Implement a program to incentivize CASB faculty to design new online summer course offerings; these courses will better accommodate some students' educational needs as well as allow research faculty to remain productive through the summer months		AY15-16	ongoing	CASB, CERTI, Ed Tech	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed (goal = 2 awards @ \$5K each for AY15-16; 3 awards @ 5K each thereafter)
2.5.2: Work with departments to encourage developing semester-long online courses to accommodate the needs of distance students		AY15-16	ongoing	CASB, Ed Tech, Global Learning	# of CASB online/distance classes in AY14-15	double the baseline number of online/distance classes by 2020
2.5.3: Encourage faculty and to develop effective laboratory experiences that can be delivered online		AY15-16	ongoing	CASB, science departments within CASB	two online lab experiences were available in AY14-15	Five courses will offer online laboratory experiences by 2020
2.5.4: Research, design, and create active learning spaces for optimal classroom/laboratory experiences		AY15-16	ongoing	CASB, Departments within CASB, Office of Development, Office of the Provost, Physical Facilities	no such classrooms currently exist in CASB	2 functioning active learning classrooms by 2020

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Level 2.6: Improve infrastructures that enables faculty, graduate student and undergraduate student abilities and accomplishments

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
2.6.1: Develop partnerships with the Delbert Day Cancer Institute that will result in a minimum of 22,000 square feet of flexible research space available to faculty and students at S&T		AY15-16	ongoing	CASB, Department of Biological Sciences, Office of Development, Office of the Provost, Office of the Chancellor, Office of Administration and Finance	None	At least 10 graduate students and 10 undergraduate students will participate annually in research endeavors with the DDCI by 2020.
2.6.2: Lead the effort to renovate Schrenk Hall into a state-of-the-art research and teaching space for chemistry and life sciences		AY15-16	ongoing	CASB, Department of Biological Sciences, Office of Development, Office of the Provost, Office of the Chancellor, Office of Administration and Finance	none	Provide at least 15,000 square ft of modern state-of-art laboratories for faculty and students to conduct significant world-class research by 2020
2.6.3: Research, design, and create active learning spaces for optimal classroom/laboratory experiences		AY15-16	ongoing	CASB, Departments within CASB, Office of Development, Office of the Provost, Physical Facilities	no such classrooms currently exist in CASB	2 functioning active learning classrooms by 2020
2.6.4: Advocate for the renovation of selected teaching spaces to improve students' learning experiences		AY15-16	ongoing	CASB, Physical Facilities	no such college-level program previously existed	number of requests submitted; number of requests fulfilled

Theme 3

Achieve sustainable growth to ensure best return on investment

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Lever 3.1: Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports Missouri S&T's Carnegie classification as a national research university

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.1.1: Continue to develop and advance the Ph.D. in Integrative Biosciences and Biotechnology, which is now at the advanced proposal stage		AY15-16	ongoing	CASB, Departments, Office of the Provost	no such program previously existed	program approval at system level by AY17-18

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Lever 3.2: Centralize corporate relations to improve service to existing partners and to identify and establish new partnerships for purpose of increasing/enhancing research, economic development, credit and non-credit education, philanthropy, and the hiring of our graduates

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.2.1: Develop and strengthen corporate partnerships with CASB to enhance research, education, and professional development opportunities for students and faculty		AY15-16	ongoing	CASB, COER, Office of Development	In AY14-15, one CASB program has industry partners	By 2020, at least 5 CASB programs will partner with companies to enhance research, education, and professional development
3.2.2: Partner with PCRMC to create opportunities for students to conduct biomedical research in preparation for future life science careers		AY15-16	ongoing	CASB, Departments within CASB	No such program currently exists	By 2020, at least 10 graduate students and 10 undergraduate students annually will participate in biomedical research endeavors
3.2.3: Continue to host corporate partners on campus with the goal of increasing opportunities for our graduates to be recruited and hired		AY15-16	ongoing	CASB, COER, Office of Corporate Relations, Departments within CASB	No such program currently exists	Host at least 5 corporate visits on campus so executives can interact with our students and faculty

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Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.3.1: Lead the effort to renovate Schrenk Hall into a state-of-the-art research and teaching space for chemistry and life sciences		AY15-16	ongoing	CASB, Department of Biological Sciences, Office of Development, Office of the Provost, Office of the Chancellor, Office of Administration and Finance	None	Provide at least 15,000 square ft of modern state-of-art laboratories for faculty and students to conduct significant world-class research by 2020
3.3.2: Develop partnerships with the Delbert Day Cancer Institute that will result in a minimum of 22,000 square feet of flexible research space available to faculty and students at S&T		AY15-16	ongoing	CASB, Department of Biological Sciences, Office of Development, Office of the Provost, Office of the Chancellor, Office of Administration and Finance	None	At least 10 graduate students and 10 undergraduate students will participate annually in research endeavors with the DDCI by 2020.
3.3.3: Implement a program to identify teaching spaces in need of renovation, then advocate for necessary improvements that will improve students' learning experiences		AY15-16	ongoing	CASB, Office of Finance and Administration, Office of the Provost	no such program previously existed	receipt of applications; successful advocacy on behalf of substandard teaching spaces

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Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.3.4: Request funding from National Science Foundation (NSF) to improve the S&T Field Station’s physical infrastructure and facilities, which in turn will enhance students’ experiential learning activities and biological/biochemical research projects		AY15-16	2 years	CASB, NSF, Department of Biological Sciences,	no such funding stream currently exists for this Field Station	receipt of the grant, amount of funding awarded
3.3.5: Request funding from the National Institute of Health (NIH) to improve S&T’s Vivarium Facility, which will enhance biomedical and biomaterials research endeavors		AY15-16	2 years	CASB, NIH, Department of Biological Sciences	no such funding stream currently exists for the Vivarium	receipt of the grant, amount of funding awarded

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Lever 3.4: Promote inclusion and increase diversity of faculty, staff, and students to remain relevant and competitive in a global environment

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.4.1: Increase new freshmen enrollment by 5% annually		AY15-16	annually	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of freshmen enrolled in CASB
3.4.2: Enroll freshmen students in every major in the college		AY15-16	annually	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	By 2020, enroll 50 FTE in biology, 40 each in chem and physics, 30 each in business, IST, and math, and 10 each in econ, history, English, psychology, tech com, and multidisciplinary studies/philosophy
3.4.3: Increase new graduate student enrollment by 5% annually		AY15-16	annually	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of new graduate student enrollment in CASB
3.4.4: Increase enrollment of under-represented minority students by 5% annually		AY15-16	annually	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of under-represented minority students enrolled in CASB
3.4.5: Increase enrollment of women students by 5% annually		AY15-16	annually	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of women students enrolled in CASB
3.4.6: Increase number of GTAs/GRAs with tuition and fee support, either through Chancellor’s Distinguished Fellowships, Chancellor’s Fellowships (or equivalent), external grants, CASB funds, or department funds		AY15-16	annually	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of GTAs and GRAs with full tuition and fee support (goal = 100% by 2020)

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Lever 3.7: Market campus strengths and create a broad awareness of student opportunities and benefits to both domestic and international audiences

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.7.1: Work with our communication liaison to establish the CASB website as an important repository for information relevant to current and future students		AY15-16	ongoing	CASB, Marketing and Communications	no such liaison position previously existed	
3.7.2: Work with our communications liaison to ensure that all CASB department websites feature faculty research areas and achievements, and emphasize the many opportunities available to both undergraduate and graduate students		AY15-16	ongoing	CASB, Marketing and Communications	no such liaison position previously existed	
3.7.3: Provide high quality flyers and brochures that highlight the many opportunities available to CASB students		AY15-16	ongoing	CASB, Marketing and Communications	no such materials previously existed	

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Lever 3.8: Exercise leadership in sustainability on campus and in the community by modeling sustainable practices in daily operations and practicing environmental stewardship

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.8.1: Maintain a strong CASB presence and voice on the S&T Strategic Sustainability Planning Committee		AY15-16	ongoing	CASB, OSE3		Continued participation in and advocacy for the SSPC

Implementation Plan | Portfolio Management of Actions

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Level 3.9: Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
3.9.1: Create at least fifty annual opportunities for the Dean and Executive Director for Development to meet face-to-face with alumni and donors		AY15-16	ongoing	CASB	no such program previously existed	number of annual meetings with alumni and donors
3.9.2: Create at least ten annual opportunities for the Dean and Executive Director for Development to meet face-to-face with corporate partners or potential partners		AY15-16	ongoing	CASB	no such program previously existed	number of annual meetings with corporate partners or potential partners

Theme 4

Increase and facilitate meaningful access to and interaction with renowned faculty, staff and services

Implementation Plan | Portfolio Management of Actions

Lever 4.1: Create a comprehensive distance and online education strategy

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.1.1: Implement a program to incentivize CASB faculty to design new online summer course offerings; these courses will better accommodate some students' educational needs as well as allow research faculty to remain productive through the summer months		AY15-16	ongoing	CASB, CERTI, Ed Tech	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed (goal = 2 awards @ \$5K each for AY15-16; 3 awards @ 5K each thereafter)
4.1.2: Work with departments to encourage developing semester-long online courses to accommodate the needs of distance students		AY15-16	ongoing	CASB, Ed Tech, Global Learning	# of CASB online/distance classes in AY14-15	double the baseline number of online/distance classes by 2020

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Level 4.2: Enhance instructional labs and methods of delivering lab experiences

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.2.1: Implement a program to identify teaching spaces in need of renovation, then advocate for necessary improvements that will improve students' learning experiences		AY15-16	ongoing	CASB, Office of Finance and Administration, Office of the Provost	no such program previously existed	receipt of applications; successful advocacy on behalf of substandard teaching spaces
4.2.2: Lead the effort to renovate Schrenk Hall into a state-of-the-art research and teaching space for chemistry and life sciences		AY15-16	ongoing	CASB, Department of Biological Sciences, Office of Development, Office of the Provost, Office of the Chancellor, Office of Administration and Finance	none	Provide at least 15,000 square ft of modern state-of-art laboratories for faculty and students to conduct significant world-class research by 2020
4.2.3: Research, design, and create active learning spaces for optimal classroom/laboratory experiences		AY15-16	ongoing	CASB, Departments within CASB, Office of Development, Office of the Provost, Physical Facilities	no such classrooms currently exist in CASB	2 functioning active learning classrooms by 2020
4.2.4: Encourage faculty and to develop effective laboratory experiences that can be delivered online		AY15-16	ongoing	CASB, science departments within CASB	# of online lab experiences available in AY14-15	Double the baseline number by 2020

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Lever 4.3: Enhance innovative use of technologies to improve and facilitate access

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.3.1: Develop and implement summer program based on the NSF's REU model, to bring 10-15 undergraduates to S&T during the summer		AY15-16	ongoing	CASB, Departments within CASB	no such program currently exists	Establish program with 10 students by summer 2017; use program to leverage an REU site grant proposal
4.3.2: Encourage faculty and to develop effective laboratory experiences that can be delivered online		AY15-16	ongoing	CASB, science departments within CASB	two online lab experiences were available in AY14-15	Five courses will offer online laboratory experiences by 2020
4.3.3: Research, design, and create active learning spaces for optimal classroom/laboratory experiences		AY15-16	ongoing	CASB, Departments within CASB, Office of Development, Office of the Provost, Physical Facilities	no such classrooms currently exist in CASB	2 functioning active learning classrooms by 2020
4.3.4: Support those faculty and staff using research center facilities for undergraduate and graduate research, classroom demonstrations, and teaching laboratory experiments		AY15-16	ongoing	CASB, CEC, Missouri S&T	one course accessed center facilities in AY14-15	By 2020, at least 10 CASB classes will regularly use center facilities in classroom education, demonstrations, and undergraduate research experiences

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Level 4.4: Ensure renowned faculty teach/interact with undergraduate students

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.4.1: Develop and implement First Year Research Experience (FYRE) for CASB students to work directly with faculty in a pre-OURE, researcher-apprentice relationship; students will receive stipends; researchers will receive professional development funds		AY15-16	ongoing	CASB, Departments within CASB	no such program currently exists	20 annual FYRE participants by 2020
4.4.2: Encourage faculty to include undergraduate students on their research teams		AY15-16	ongoing	CASB, Departments within CASB	# of undergraduates working on faculty-led research projects in AY14-15	double the baseline by 2020
4.4.3: Require CASB department chairs to teach at least one undergraduate course each academic year		AY15-16	ongoing	CASB, Departments within CASB	this has not been tracked previously	% of department chairs who annually teach an undergraduate class. goal = 100%
4.4.4: Develop and implement summer program based on the NSF's REU model, to bring 10-15 undergraduates to S&T during the summer		AY15-16	ongoing	CASB, Departments within CASB	no such program currently exists	Establish program with 10 students by summer 2017; use program to leverage an REU site grant proposal

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Level 4.5: Engage in transformative doctoral student recruiting/retention and placement

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.5.1: Continue to develop and advance the Ph.D. in Integrative Biosciences and Biotechnology, which is now at the advanced proposal stage		AY15-16	ongoing	CASB, Departments, Office of the Provost	no such program previously existed	program approval at system level by AY17-18
4.5.2: Increase number of GTAs/GRAs with tuition and fee support, either through Chancellor’s Distinguished Fellowships, Chancellor’s Fellowships (or equivalent), external grants, CASB funds, or department funds		AY15-16	ongoing	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of GTAs and GRAs with full tuition and fee support (goal = 100% by 2020)
4.5.3: Work with Graduate Studies to create alternative career seminar series for Ph.D. students, to feature employment opportunities in corporate, government, and non-profit sectors		AY15-16	ongoing	CASB, Office of Graduate Studies,	no such program previously existed	Seminar series in place in AY16-17
4.5.4: Send renowned faculty to deliver recruiting presentations at national conferences, regional conferences, and undergraduate programs in order to recruit high quality doctoral graduate students		AY15016	ongoing	CASB, admissions office	No such program currently exists	By 2020, send at least 5 faculty/graduates each year on recruiting visits to national/regional conferences or undergraduate programs

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Lever 4.6: Improve student, faculty, staff, and administrator mentoring and advising

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.6.1: Continue regular meetings with subgroups of CASB faculty (teaching professors, junior professors, female professors) to offer informal and formal mentoring and advising		Fall 2015	ongoing	CASB	3 meetings in SS15	maintain or increase number of gatherings of various subgroups of CASB faculty
4.6.2: Provide feedback to department chairs through an annual leadership survey		Spring 2016	annually	CASB	survey distributed and feedback offered in Spring 2015	continue to offer department chairs feedback about their leadership qualities from their faculty and staff on an annual basis
4.6.3: Create Undergraduate and Graduate Student Leadership Councils for CASB and provide opportunities for members to assume leadership roles among the student body		AY15-16	ongoing	CASB, undergraduate students, graduate students	no such councils existed previously	establishment and regular meeting schedule of councils (goal = 15 undergrads and 8 grad students by AY16-17)
4.6.4: Advocate for teaching faculty to take on the responsibility of serving as professional advisors in several CASB departments, resulting in high quality, consistent advising for undergraduate and graduate students		AY15-16	ongoing	CASB, Office of the Provost, Office of Undergraduate Studies		# of NTT faculty hired to split their duties between advising and teaching (goal = 4 by 2020)
4.6.5: Develop and implement First Year Research Experience (FYRE) for CASB students to work directly with faculty in a pre-OURE, researcher-apprentice relationship; students will receive stipends; researchers will receive professional development funds		AY15-16	ongoing	CASB, Departments within CASB	no such program currently exists	20 annual FYRE participants by 2020

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Levier 4.7: Identify and remove barriers to graduation and reduce time to degree for undergraduates and graduate students

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.7.1: Advocate for teaching faculty to take on the responsibility of serving as professional advisors in several CASB departments, resulting in high quality, consistent advising for undergraduate and graduate students		AY15-16	ongoing	CASB, Office of the Provost, Office of Undergraduate Studies	none	# of NTT faculty hired to split their duties between advising and teaching (goal = 4 by 2020)
4.7.2: Increase number of GTAs/GRAs with tuition and fee support, either through Chancellor’s Distinguished Fellowships, Chancellor’s Fellowships (or equivalent), external grants, CASB funds, or department funds		AY15-16	annually	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of GTAs and GRAs with full tuition and fee support (goal = 100% by 2020)
4.7.3 Implement a program to incentivize CASB faculty to design new online summer course offerings; these courses will better accommodate some students’ educational needs as well as allow research faculty to remain productive through the summer months		AY15-16	ongoing	CASB, CERTI, Ed Tech	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed (goal = 2 awards @ \$5K each for AY15-16; 3 awards @ 5K each thereafter)

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Lever 4.8: Expand students' access to renowned faculty through enhanced recruiting and retention of both students and faculty

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.8.1: Increase number of GTAs/GRAs with tuition and fee support, either through Chancellor's Distinguished Fellowships, Chancellor's Fellowships (or equivalent), external grants, CASB funds, or department funds		AY15-16	annual	CASB, Enrollment Management, Departments in CASB	AY14-15 levels	% of GTAs and GRAs with full tuition and fee support (goal = 100% by 2020)
4.8.2: Develop and implement First Year Research Experience (FYRE) for CASB students to work directly with faculty in a pre-OURE, researcher-apprentice relationship; students will receive stipends; researchers will receive professional development funds		AY15-16	ongoing	CASB, Departments within CASB	no such program currently exists	20 annual FYRE participants by 2020
4.8.3: Implement a CASB program to support undergraduate and graduate student travel, so CASB students can present their research at professional conferences		AY15-16	ongoing	CASB	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed (goal = 5 awards/year)
4.8.4: Continue high-caliber hiring of CASB faculty in the four best-in-class areas		AY15-16	five years	CASB, Office of the Chancellor, Office of Provost	Two BIC hires in AY14-15 were in CASB	number of BIC hires in CASB (goal = 2 or more BIC hires each year until 2020)

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Lever 4.9: Promote non-traditional activities outside of the classroom

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.9.1: Offer scholarships to CASB students who participate in faculty-led study abroad programs		AY15-16	ongoing	CASB, Office of International and Cultural Affairs, Global Learning,	15 CASB students participated in study abroad programs in AY14-15	# of CASB students who participate in study abroad programs (goal = 30/year by 2020)
4.9.2: Develop the S&T Field Station into an exemplary educational resource for students from a variety of disciplines		AY15-16	ongoing	CASB, Department of Biological Sciences, Office of Development	Students in 3 courses were able to use the Field Station in AY14-15	Number of faculty, courses, and students able to take advantage of the S&T Field Station (goal = 2 additional courses each year from AY14-15 to AY19-20)
4.9.3: Develop and implement First Year Research Experience (FYRE) for CASB students to work directly with faculty in a pre-OURE, researcher-apprentice relationship; students will receive stipends; researchers will receive professional development funds		AY15-16	ongoing	CASB, Departments within CASB	no such program currently exists	20 annual FYRE participants by 2020
4.9.4: Collaborate with International and Cultural Affairs to develop a Global Scholar Initiative Program to support the development of faculty-led programs abroad		FS 2015	ongoing	CASB and International and Cultural Affairs Office	2 faculty-led study abroad programs in FY15	Number of approved newly developed faculty-led study abroad programs (goal = 2 new programs developed each year until 2020)
4.9.5: Create Undergraduate and Graduate Student Leadership Councils for CASB and provide opportunities for members to assume leadership roles among the student body		AY15-16	ongoing	CASB, undergraduate students, graduate students	no such councils existed previously	establishment and regular meeting schedule of councils (goal = 15 undergrads and 8 grad students by AY16-17)

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Level 4.9: Promote non-traditional activities outside of the classroom

Prioritized Actions	Incorporated Into Plan	Action Start Date	Duration	Owner(s)	Baseline	Key Metric to Track
4.9.6: Implement a CASB program to support undergraduate and graduate student travel, so CASB students can present their research at professional conferences		AY15-16	ongoing	CASB	no such college-level program previously existed	number of applicants; number of awards; amount of total funds distributed (goal = 5 awards/year)
4.9.7: Develop and implement summer program based on the NSF's REU model, to bring 10-15 undergraduates to S&T during the summer		AY15-16	ongoing	CASB, Departments within CASB	no such program currently exists	Establish program with 10 students by summer 2017; use program to leverage an REU site grant proposal