AGENDA

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THEME FOUR UPDATE .................................................. KENT WRAY

WRAP-UP and Q&A ..................................................... ROSE HORTON
We strive to provide maximum return on investment - for our students, the employers who hire them, and our supporters.

RISING TO THE CHALLENGE: MISSOURI S&T'S STRATEGY FOR SUCCESS

Faced with tightening budgets, technological disruption and increased public debate about the value of a college degree, institutions everywhere are coming to the realization that the days of 'business as usual' are quickly drawing to a close.

Visit strategicplan.mst.edu to view our complete plan
A 23% increase in state appropriations between FY13 and FY16*

*Does not include $12.1 million in state funding for Schrenk Hall renovations
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WRAP-UP and Q&A ................................................................ROSE HORTON
Theme 1: Develop and inspire creative thinkers and leaders for life-long success

Starting Salary Potential

15th in the nation public and private
7th in the nation public universities
2nd in the Midwest public and private
10th in the nation for engineering

Undergraduate
Starting Salary:
2012: $59,504
2013: $61,412
2014: $63,350

Graduate
Starting Salary:
2014: $75,182

Employer satisfaction with hires has improved
- 89% in 2013/14
- 99% in 2014/2015
**Lever 1.2: Foster innovation and creativity for faculty, staff, students, and administration**

**Library Commons**
- 3D scanner
- Collaborative learning spaces
- Added quick print stations

70% of undergraduates visited the library at least once per week

Nonavitra Visualization Wall
- Had 534 logins
- Multiple reservations made daily
Lever 2.2: Leverage S&T as Missouri’s technological research university

- Goal to add at least 100 additional faculty by 2020, many in Signature Areas
- We have hired 25 of these faculty
Lever 2.1: Employ transformative and focused hiring, including cluster hires, in selected areas of expertise

**Active Searches**
- Civil Engineering
- Psychological Science
- Mechanical Engineering
- Advanced Manufacturing
- Advanced Materials
- Smart Living

**Planned Searches**
- Joint MU
- Joint MU
- National Academy Stature for Advanced Manufacturing
- National Academy Stature for Advanced Materials for Sustainable Infrastructure
- National Academy Stature for Enabling Materials for Extreme Environments

8 Active Searches
12+ Planned Searches
7-9 Additional new faculty lines
# NEW FACULTY LINES HIRINGS

## Lever 2.1 & Lever 2.2

<table>
<thead>
<tr>
<th>SIGNATURE AREA</th>
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<tbody>
<tr>
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<td>Lianyi Chen</td>
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<td>Aditya Kumar</td>
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<td>Hongyan Mia</td>
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<td>Daniel Fischer</td>
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<td>Julie Semon</td>
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<td>Electrical Engineering</td>
<td>Victor Khilkevich</td>
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<tr>
<td>Mining &amp; Nuclear Engineering</td>
<td>Catherine Johnson</td>
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<td>Risheng Wang</td>
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<td>Wen Deng</td>
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<td>Peyman Heidar</td>
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<td>Charles Wojnar</td>
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<td>Computer Science</td>
<td>Simone Silvestri</td>
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<td>Abu Sayeed Saifullah</td>
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**Number of T/TT**

- +19

**Number of NTT**

- +6

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<td>Amardeep Kaur</td>
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<td>Chemical Engineering</td>
<td>Christi Patton Luks</td>
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<tr>
<td>History/Teacher Ed Program</td>
<td>Mandy Welch</td>
</tr>
<tr>
<td>Mats Sci &amp; Engineering</td>
<td>Ipek Yucelen</td>
</tr>
<tr>
<td>Mats Sci &amp; Engineering</td>
<td>Bingqti Zhang</td>
</tr>
</tbody>
</table>
Expanding Research and Partnerships

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

Royalty income
FY13 – $220,000
FY14 – $368,000
FY15 – $483,000

U.S. patents filed
FY13 – 25
FY14 – 29
FY15 – 31

Number of license and option agreements
FY13 – 16
FY14 – 22
FY15 – 35

Courtney Fiebelman, a graduate student in applied and environmental biology, studies fruit flies in a Schrenk Hall laboratory

Missouri S&T
Honeywell
Boeing
Phelps County Regional Medical Center
Lever 2.4: Create and implement a communication and marketing plan to raise the visibility of the campus and convey return on investment

3rd Public university for annualized return on investment
Payscale.com, 2015

3rd Top engineering school in U.S.
College Factual, 2015

6th Best small-town campus among public universities
BestColleges.com, 2015
NEW CAMPUS LEADERS

**Lever 2.7:** Address administrative structural changes to facilitate strategy and enhance national visibility

**John F. Eash**
Executive Director of Corporate Relations

**Start date:** Aug. 3

**Background:** Division Director for Supplier Quality Regional Operations for Boeing, a Missouri S&T graduate and past president of Miner Alumni Assoc.

**Dr. Anthony R. Petroy**
Assistant Vice Chancellor for Global Learning

**Start date:** July 13

**Background:** Assistant Vice President for Online and Off-campus programs at Robert Morris University
Theme 3: Achieve sustainable growth to ensure best return on investment

92% increase in students since 2000

6,841 Undergraduates
2,048 Graduates
8,889 Total
Lever 3.3: Improve facilities to enhance research and student learning, and expand experiential learning

- Through state, system and campus funds, Schrenk Hall will receive a $18.1 million renovation to consolidate associated teaching and research functions that are spread over multiple buildings.
- A new Residential Complex is rising at University Drive and I-44.
- A new building will be going up at the Experimental Mine as part of the state’s 50/50 public/private partnership.
- New dining options with expanded locations on campus.
Student Success Center performed 742 one-on-one tutoring sessions

Writing Center mentors completed 2,935 sessions

First-to-second year undergraduate retention rate increased from 83% in 2012/13 to 87% in 2014/15

Six year graduation rate increased from 63% in 2013/14 to 65% in 2014/15
DOCTORAL STUDENTS

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

**DISSEMINATION COMPLETION FELLOWSHIP**
- Tuition and fees
- $24,000 stipend

**CHANCELLOR’S DISTINGUISHED FELLOWSHIP**
- Tuition and fees
- $28,000 stipend
- $1,250 travel allowance

**EXPERIENCE S&T**
- Prospective doctoral students visit campus
- Hotel, meals, and travel allowance are covered
- Experience includes dinner with the faculty, campus tour, and lab visits
LAST YEAR SUMMARY

- Allocated $48M in FY15 to strategic programs and initiatives
- Realigned the scholarship process offset general revenue $900,000
- Created electronic promotion and tenure process
- Implemented electronic graduation process
- Implemented the two colleges
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Next to Normal  January 2015-Thanks to the Innovation Fund!
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COER - Background

- Centralized career center serving the entire Missouri S&T population
- Career Opportunities and Employer Relations (COER) has direct contact with 68% of the student population at Missouri S&T
- COER provides professional development seminars, practice interviews, resume reviews, and employer seminar series
- COER hosts semi-annual career fairs during each school semester to bring employers on campus to recruit students for co-ops, internships, externships, and full-time employment
  - 4722 On-Campus Interviews conducted in 2014-2015
- 2015’s Fall Career Fair broke records for employer and student attendance
  - 1000 student interviews were held the day after Fall Career Fair
COER Technology Needs

Since 2009...

COER has seen a 3900% increase in phone interviews

Increase of 900% in online interviews

Technology-Driven Interviews

<table>
<thead>
<tr>
<th>Year</th>
<th>Online Interviews</th>
<th>Phone Interviews</th>
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<tbody>
<tr>
<td>2009</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>2010</td>
<td>8</td>
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<td>1</td>
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<td>2012</td>
<td>19</td>
<td>36</td>
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<td>2013</td>
<td>14</td>
<td>29</td>
</tr>
<tr>
<td>2014</td>
<td>27</td>
<td>39</td>
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</tbody>
</table>
Proposed Concept

- At this time most career comparable university career centers (Georgia Tech, Purdue, Virginia Tech, etc.) offer mock interview opportunities, but we found none that specifically outlined the availability or presence of a designated online interview room.

- Our proposal requested funds for the transformation of a COER office into an appropriate space where Missouri S&T students will be able to conduct online interviews with potential employers.
  - A touch-screen desktop computer
  - Large monitor
  - High-resolution webcam
  - Missouri S&T branded backdrop
  - Additional lighting

- We also asked for the funding for three iPads so that our career advisors can record and review students as they practice interviewing techniques.
  - Skype Advising
    - Non-traditional and Distance Students
Innovation In Action

**Fall 2014**
- 16 Online Interviews
- 18 Phone Interviews

**Spring 2015**
- 27 Online Interviews
- 19 Phone Interviews

114 Practice Interviews Fall 2014-Spring 2015
iPads for Practice Interviewing
Capture Mistakes to Make Improvements
Lights, Camera, Interview!
Offering a new service to provide a LinkedIn profile photo using a backdrop and professional lighting
Enhancements for the Future

- Expansion of the Online Interview Suite to more than one room
  - 6 rooms available to convert into technology suites

- Sponsorship of the Suite by an employer partner to ensure the latest technology is always available to students

- Expanded effort to market iPad/Skype career advising to distance and non-traditional students

- Marketing online interview suite to employers to grow interview opportunities for students
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WRAP-UP and Q&A ................................................ ROSE HORTON
Experiential Learning - Lever 1.1 Update

Jeff Cawlfieid
Vice Provost, Undergraduate Studies
Strategic Plan Background

- The Missouri S&T Strategic Plan lists Theme 1: “Develop and inspire creative thinkers and leaders for life-long success”.
- As part of that theme the plan starts with Lever 1.1: Require all undergraduate students to participate in some significant experiential learning activity before they graduate.
In April 2014 the Missouri S&T Faculty Senate adopted a document outlining the Undergraduate Experiential Learning Standard & Operating Procedure which becomes applicable to the entering Freshmen class of the Fall 2015 catalog year and after (including transfer students who fall under the Fall 2015 catalog year of after).
Adoption of HLC Quality Initiative

- The Higher Learning Commission reviewed a proposal to designate the effort requiring significant experiential learning for every graduate as the Missouri S&T Quality Initiative and approved that proposal as of July 2014. HLC accreditation will include a review of progress on the QI effort in late 2017 and will culminate with a full HLC accreditation campus visit in 2018.
Abbreviated Excerpts from Faculty Senate

- The activity must be University sponsored or affiliated and the student must receive written approval of the activity from a faculty member or academic advisor in the student’s degree program.
- Degree program faculty/academic advisor will ensure that the activity is of significant duration, intensity and rigor to demonstrate successful application of learned principles appropriate to the expectations of the degree program faculty.
- The focus must be on “learning by doing” in a creative and innovative activity that generally falls outside the realm of the traditional lecture classroom experience and contributes significantly to professional and personal development.
- Finally, a significant experiential learning activity will include a written summary reflection piece that will document the experience from the student’s perspective.
Faculty Senate

- Reporting and monitoring will be through Office of Undergraduate Studies.
- The Office of Undergraduate Studies has been working closely with the Registrar’s Office to develop an efficient mechanism for tracking completion of the Experiential Learning requirement on the Degree Audit. Tracking begins now with the Fall 2015 catalog year student cohort.
Over Half of Departments Have Submitted Proposed Plans

- Some variability in approaches from lengthy, specific, and detailed departmental plans to rather short and flexible departmental plans.

- Some departments have innovated – for example, proposed a required experiential learning component as part of their senior capstone but also require an elective experiential learning activity in addition to the capstone.
Student Affairs, Undergraduate Studies, and Enrollment Management have been collaboratively developing a comprehensive listing of all potential experiential learning activities around campus and beyond.

This listing will be developed into three tiers: the lowest levels of experiential learning activities will be Career Building, the next level would be designated as Involvement Experiences, and the highest level would be Engagement Experiences.

Informational only - The listing will not prescribe or designate any activity as meeting the Lever 1.1 requirement: that will be up to individual groups of Degree Program faculty.
Potential tension point

There is a bit of a potential conflict between the individual department faculty freedom to define and monitor the experiential learning requirement as the department faculty sees fit, and the need as noted by HLC for some standardization, compatibility across majors of the rigors and expectations, and consistent measurement and documentation.
Reflection piece must be consequential...

- Finally, a significant experiential learning activity will include a written summary reflection piece that will document the experience from the student’s perspective; **this written reflection piece should be of a quality suitable for inclusion as an attachment to a co-curricular transcript or in an e-portfolio.**
Proposed standardized form

- Toward resolving these tensions it is proposed that a standard one-page reporting and monitoring form be developed and used by every department, while maintaining sufficient flexibility and freedom of each department faculty in determining the specific requirements.
- Generalized with a set of core activities and durations but allowing flexibility
- Requires pre-approval and then a final approval based on submission of a well written and consequential reflection piece
Approval for Experiential Learning Activity

Student Name: ____________________________ Student #: ____________________________

Activity Title: ____________________________

Faculty Advisor and Department: ____________________________

Type of activity: (recommended durations)

___ Undergraduate Research (2 Semesters) ___ Co-op (2 Semesters)
___ Internship (1 Semester) ___ Leadership Position (2 Semesters)
___ Department Student Design Teams (2 Semesters) ___ Mentor/Coach/Tutor (2 Semesters)
___ Study Abroad (1 Semester) ___ Service Learning (2 Semesters)
___ Student Design Team (2 Semesters) ___ Other

(summer + semester)?

The focus must be on “learning by doing” in a creative and innovative activity that generally falls outside the realm of the traditional lecture classroom experience and contributes significantly to professional and personal development.

Specifically define how the selected activity achieves the objective for experiential learning (how does it connect to and satisfy the S&T commitment to the Higher Learning Commission as part of the Quality Initiative – the activity should be significant and the depth of learning should be well documented):


This activity has been approved. An acceptable end-of-activity reflection must be attached for this activity to qualify for experiential learning credit.

Student Signature ____________________________ Date ____________

Faculty Advisor Signature ____________________________ Date ____________

Department Signature ____________________________ Date ____________

The activity was completed satisfactorily and an approved reflection is attached.

Activity Advisor Signature ____________________________ Date ____________

Department Signature ____________________________ Date ____________

*Original to be kept in Department
Proposed Recording and Monitoring

- Departments would keep the form on file for each student for some time period - perhaps the HLC accreditation cycle time period?

- Each semester every department will report to Undergraduate Studies those students who have (since the last report) completed the requirement - a simple template will be provided by Undergraduate Studies

- Undergraduate Studies will inform/check off those students within the roster established by the Registrar

- Student’s degree audit will show the requirement as Not Completed until Undergraduate Studies designates it as completed with Registrar (exactly like the Senior Assessment requirement is checked off on the Degree Audit)
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BRAND ESSENCE: ATTRIBUTES VS. BENEFITS

Missouri S&T...
Builds upon a heritage of discovery, creativity and innovation across all academic and research disciplines

so that our community is...
Inspired and ready to pursue and solve the world’s great challenges.
To get a closer look at the world, you have to go beyond the surface. Because the things that are worth exploring don’t happen on the ground level. They go deeper and span wider than most people dare to consider. But we’re not most people. And we don’t see things the way most people do. We uncover big ideas by looking in the unexplored spaces. We find new understanding by jumping headlong into the unknown. And wherever we focus our attention, we go all in.
We believe that the things that haven’t been solved yet, invented yet or understood yet are just the things that haven’t been studied enough, seen from the proper perspective or explored by people who know what to do with what they find. We’re experts in fields that don’t exist yet. And we’re just scratching the surface of thinking that goes back millennia. We’re creatively analytical and we’re practical dreamers. We pursue big questions because we’re curious. We put in the hard work because we’re ambitious. We look in new directions because we’re inventive.
AND WE DIG DEEPER, BECAUSE WE’RE MINERS.
DIGGING DEEPER MEANS WE...

- Look at the world differently
- Combine different ways of thinking
- Aspire to do more, build more and become more
- Are defined by our distinctive character
BRINGING THE BRAND TO LIFE – MESSAGING

WELCOMING
- How We Act: Accessible and friendly
- Impact on Voice: We communicate with an approachable style

INSPIRED
- Emotional: Proud of and encouraged by the amazing things happening here
- Impact on Voice: There’s a vision and creativity in our language and our aesthetic

CONNECTED
- Rational: Actively engaged in an involved community
- Impact on Voice: Our communications are dynamic and feel inclusive

SMART
- Capable and respected, with the right balance of entrepreneurship
- Impact on Voice: Our messages are intelligent and thought provoking

INVENTIVE
- Innovative, challenging the status quo
- Impact on Voice: We are excited by the possibility of effecting change

ENTHUSIASTIC
- Eager and insightful about the things that excite us
- Impact on Voice: There is an energy to our messages

MINERS DIG DEEPER.
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ROLLA RISING SCHOLARSHIPS

- Support talented undergraduate students in all majors
- Awarded regardless of major or class year
- Flexibility helps Missouri S&T recruit the best and brightest students
- Contributions of $25,000 or more will be matched 1-to-1 up to $500,000

Two donors, including Gary Havener, will match Rolla Rising Scholarship with contributions of $25,000 or more. We are looking for additional donors who can help us provide this highly motivational match.
AGENDA

WELCOME ............................................................... Cheryll B. Schrader
Strategic Plan Overview ....................................... Rose Horton

Innovation Proposal Outcomes ............................ Jeanne Stanley
Innovation Proposal Outcomes ............................ Mark Pottorff

Theme One Update .................................................. Jeff Cawlfied
Theme Two Update .................................................. Andy Careaga
Theme Three Update ............................................ Tory Verkamp
Theme Four Update ............................................... Kent Wray

Wrap-Up and Q&A ..................................................... Rose Horton
Strategic Summit
November 3, 2015
Theme 4 Updates
Global and Strategic Partnerships

MISSOURI S&T
discover. Create. innovate.
Missouri University of Science and Technology
Three Departments in the Division of Global and Strategic Partnerships:

- Office of International and Cultural Affairs
- Office of Global Learning
- Office of Corporate Relations
Theme 4: Engage in Transformative Doctoral Student Recruiting/Retention and Placement

- Contains a total of 5 Levers and 45 Actions
- 2 Levers and 10 Actions involve Global and Strategic Partnerships
Theme 4 GSP Levers:

- **Lever 4.1**: Create a comprehensive distance and online education strategy

- **Level 4.5**: Engage in transformative doctoral student recruiting/retention and replacement
Theme 4 GSP Actions:

11 Actions in Theme 4: 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.6, 4.1.7, 4.1.8, 4.1.9, 4.1.10, 4.5.3, and 4.5.13

Discuss 5 of the 11 Actions:
4.1.1, **4.1.2**, 4.1.3, **4.1.4**, 4.1.6, 4.1.7, 4.1.8, 4.1.9, 4.1.10, **4.5.3**, and **4.5.13**
Action 4.1.2

Bring together distance and online programs under one umbrella so as to leverage advantages of both, to pool resources, and to eliminate confusion.

Educational Technology (EdTech) has joined Global Learning.
Action 4.1.4

Increase our focus on the professional non-credit distance education portfolio
Online Non-Credit Revenue Distribution

[Diagram showing revenue distribution from FY10-11 to FY14-15 with categories for Global Learning, Department/Instructor, and Provost.

Website: onlinetraining.mst.edu]
Leverage existing success and resources from Distance Ed program to expand into more online or asynchronous course offerings.
Semester Courses
(by academic year)

Non-Duplicated Semester Courses

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<tr>
<th>Year</th>
<th>Blended</th>
<th>Distance</th>
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<td>315</td>
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<td>AY 2014</td>
<td>35</td>
<td>407</td>
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<tr>
<td>AY 2015</td>
<td>51</td>
<td>439</td>
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</table>
Student Credit Hours
(by academic year)

Student Credit Hours Generated

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<th>Distance</th>
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<tr>
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<td>6,423</td>
<td>12,137</td>
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<tr>
<td>AY 2015</td>
<td>8,183</td>
<td>14,258</td>
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</table>
Action 4.5.3
Develop memoranda of understanding (MOU) and articulation agreements with reputed national and international schools to recruit high quality doctoral students

Action 4.5.13
Enhance implementation efforts for high quality international doctoral students
International Student Enrollment by Degree Level Fall 2011 to Fall 2015

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<thead>
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<th>Year</th>
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<th>MS</th>
<th>PhD</th>
<th>Total</th>
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</tr>
<tr>
<td>FS15</td>
<td>378</td>
<td>484</td>
<td>420</td>
<td>1,282</td>
</tr>
</tbody>
</table>
Corporate Relations Update

John Eash
Executive Director Corporate Relations
Roles of Corporate Relations Office (Levers 2.7, 3.2, 3.8)

- Integrate university functions to fundamentally improve industry partnerships
- Connect industry needs with university assets
- Serve as a single interface to assist companies with university engagements

A Holistic Approach to Corporate Engagement
Accomplishments

- Established Corporate Relations Office
  - Facilities
  - OSE3 Integration

- Created Corporate Relations Strategic Plan

- Formed Corporate Relations Team
  - Members Identified
  - Bi-weekly meetings
  - Corporate Audit

- Meeting with Campus Stakeholders
  - Administration, Dept. Chairs, Faculty, Students
Accomplishments (cont.)

- Established 2015/16 Goals
  - Participate in at least 25 corporate partner leadership campus visits-visits to corporate partners.
  - Achieve a minimum of 15 supplier engagement assists
  - Hire Corporate Relations Manager
  - Advance five corporate partners at least one engagement tier
  - Identify/establish at least five new energy research project collaborations and/or funding
Accomplishments (cont.)

- Corporate Engagements
  - Pre-planned visits
  - Alumni
  - Academy members
  - Recruiters
  - Advisory Boards
Corporate Audit Results

- Touch Points Assessed
  - Student Recruitment
  - Sponsored Research
  - Global Learning
  - Advancement
  - Athletics

- Weighting Applied to Touch Point and Engagement Level (High, Medium, Low)
Corporate Audit Results

- 2614 Total Companies
  - 914 Companies excluding COER lows
- 72 Companies with multiple Touchpoints
- 842 Companies with Single Touchpoint
  - 652 COER

Significant Opportunity to Grow Relationships!
Next Steps

- Assess Corporate Partner Audit Results
  - Identify Opportunities (November)
- Hire manager
  - Interviews began October 27
- Finalize Corporate Relations Team Concept of Operations (mid November)
  - Roles and Responsibilities
  - Best Practice Deployment
  - Customer Relations Management Database
  - Measures of Success
WELCOME .......................................................... CHERYL B. SCHRADER
STRATEGIC PLAN OVERVIEW ...................................... ROSE HORTON

INNOVATION PROPOSAL OUTCOMES ................................. JEANNE STANLEY
INNOVATION PROPOSAL OUTCOMES ................................. MARK POTTORFF

THEME ONE UPDATE ................................................... JEFF CAWLFIELD
THEME TWO UPDATE ................................................... ANDY CAREAGA
THEME THREE UPDATE ................................................ TORY VERKAMP
THEME FOUR UPDATE ................................................ KENT WRAY

WRAP-UP and Q&A .................................................... ROSE HORTON
Strategic Planning Progress

206 Parker Hall, 300 W. 13th Street, Rolla, MO
65409 - Phone: (573) 341-7685 - Fax: (573) 341-6306 - Email: hortonrm@mst.edu

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FOR ALL YOU DO ...