The University of Missouri Extension Strategic Plan
from March 2012 through December 2015

Vision: University of Missouri Extension is a valued and trusted educational solution to improve the quality of life in Missouri, the nation and the world.

Mission: Our distinct land grant mission is to improve lives, communities and economies by producing relevant, reliable and responsive educational strategies that enhance access to the resources and research of the University of Missouri.

Values:

- **Respect**
  Respect for one’s self and for others is the foundation of honor and the basis for integrity. A hallmark of our community is respect – for the process by which we seek truths and for those who engage in that process. Such respect is essential for nurturing the free and open discourse, exploration and creative expression that characterize a university. Respect results in dedication to individual as well as collective expressions of truth and honesty. Respect is demonstrated by a commitment to act ethically, to welcome difference, and to engage in open exchange about both ideas and decisions.

- **Responsibility**
  A sense of responsibility requires careful reflection on one’s moral obligations. Being responsible imposes the duty on us and our university to make decisions by acknowledging the context and considering the consequences, both intended and unintended, of any course of action. Being responsible requires us to be thoughtful stewards of resources – accountable to ourselves, each other and the publics we serve.

- **Discovery**
  Learning requires trust in the process of discovery. Discovery often fractures existing world views and requires acceptance of uncertainty and ambiguity. Therefore, the university must support all its members in this lifelong process that is both challenging and rewarding. As we seek greater understanding and wisdom, we also recognize that knowledge itself has boundaries – what we know is not all that there is.

- **Excellence**
  We aspire to an excellence that is approached through diligent effort, both individual and collective. Pursuing excellence means being satisfied with no less than the highest goals we can envision. Pursuing excellence involves being informed by regional, national and global standards as well as our personal expectations. We recognize and accept the sacrifices, risks and
responsibilities involved in pursuing excellence, and so we celebrate each other’s successes. We commit ourselves to this process in an ethical and moral manner.

- **Engagement**

  We are committed to being an engaged learning organization focused on greater access and inclusivity. This commitment comes with a responsibility to listen to and collaborate with our communities, participants and stakeholders. Engagement is demonstrated by a reciprocity and partnership where knowledge and its application are exchanged in an atmosphere of mutual respect. Engagement enriches scholarship, fosters relevant responses and enhances social and economic outcomes.

**Goals:**

We have identified seven goals aimed at fulfilling our vision of University of Missouri Extension in a manner consistent with our mission and our values.

1. **Enhance MU Extension’s integration with research to ensure reliable and trusted educational solutions.**
2. **Maximize the impact on society by offering quality programs that exceed the expectations of participants.**
3. **Develop the most relevant, effective and efficient educational solutions based on the needs of participants and available resources.**
4. **Develop a model for sustainable resource generation to deliver superior programs and services relative to our mission.**
5. **Elevate recognition of MU Extension’s value in fulfilling the land grant mission of the University of Missouri.**
6. **Attract, retain and empower a high-performing work force committed to our vision, mission and values.**
7. **Build a culture of “One MU Extension” by integrating all programs and services, both on and off campus, while valuing unique strengths.**

To achieve each goal, we have identified one or more concrete objectives.

**Goal 1: Enhance MU Extension’s integration with research to ensure reliable and trusted educational solutions.**

*Objective 1:* Further integrate MU Extension programs into campus strategic initiatives (Mizzou Advantage) and align them with MU’s mission.

*Objective 2:* Further integrate research into program development processes (e.g., plan, develop, fund, market, deliver, and evaluate).
Objective 3: Use MU Extension’s engagement with every county in Missouri to deliver the latest in research findings, apply them to real-world situations and provide researchers feedback that guides future studies.

Objective 4: Improve program impact by increasing the development and use of peer-reviewed curricula.

Objective 5: Further economic development and quality of life for Missourians through interdisciplinary work.

Goal 2: Maximize the impact on society by offering quality programs that exceed the expectations of participants.

Objective 1: Identify and respond to the needs of current and potential participants through program development that engages participants, understands community needs and incorporates funding source expectations and research-based knowledge.

Objective 2: Use the broad resources of MU Extension to offer educational opportunities with Mizzou Advantage to enrich the quality of lives of Missourians.

Goal 3: Develop the most relevant, effective and efficient educational solutions based on the needs of participants and available resources.

Objective 1: Make strategic programmatic decisions by understanding societal needs and trends to enrich the intellectual and cultural lives of all Missourians.

Objective 2: Evaluate the resources invested in MU Extension programs in relation to the economic and societal outcomes.

Objective 3: Adopt clearly articulated impact/outcome measures, data collection and reporting methodologies.

Goal 4: Develop a model for sustainable resource generation to deliver superior programs and services relative to our mission.

Objective 1: Promote the culture of sustainable resource development and entrepreneurship.

Objective 2: Maintain and grow MU Extension’s resources.

Objective 3: Further diversify MU Extension’s budget to enhance multiple funding streams (e.g., contracts, grants, fees and gifts).

Objective 4: Balance programmatic and support functions to achieve the greatest efficiencies.

Objective 5: Advance our mission through the effective use of funds and incentives.
Goal 5: Elevate recognition of MU Extension’s value in fulfilling the land grant mission of the University of Missouri.

*Objective 1:* Market the unique assets of MU Extension (including Mizzou Advantage) to increase the awareness of organizational value.

*Objective 2:* Ensure programs and services carry the MU Extension brand.

*Objective 3:* Promote the value of education through MU Extension programs and connections.

*Objective 4:* Provide access as a front door to the University of Missouri.

Goal 6: Attract, retain and empower a high-performing work force committed to our vision, mission and values.

*Objective 1:* Maintain a positive work environment (e.g., technology, professional development, etc.).

*Objective 2:* Maintain a reasonable organizational expectation for scope of work and workload.

*Objective 3:* Achieve a total compensation package to attract and retain high-performing faculty and staff.

*Objective 4:* Build and continually strengthen a diverse, safe and inclusive culture.

Goal 7: Build a culture of “One MU Extension” by integrating all programs and services, both on and off campus, while valuing unique strengths.

*Objective 1:* Create “One MU Extension” internal description (e.g., Extension councils, coop, continuing education, services, etc.).

*Objective 2:* Communicate and educate within MU Extension and with partners about “One MU Extension.”