It’s All About Missouri

WE BEGIN A NEW CHAPTER TOGETHER

Today we begin anew as we turn the page and begin a new chapter together. ■ We focus on the future of all Missourians. ■ We commit to leading and serving Missouri through the strengths and assets of the University of Missouri. ■ We pledge to fulfill the promise found in the public university mission to the people of the state.

Where are we now

Over the past two years, we have done a lot of listening and learning.

Fortunately —
• I have seen the outstanding, high-impact programs that our faculty and staff program provide to the state. I have seen how hard our folks (faculty, staff, extension council members, volunteers and partners) work and serve the needs of others.
• I have witnessed, firsthand, the strong advocates we have in many communities and their desire to support us. They represent all 6.2 million Missourians (MU Extension and Engagement’s student body and the university’s largest donor base for MU).
• I have seen the lives we have changed and how we have brought economic opportunity, but probably more importantly, how we have brought hope to many communities and individuals.

Unfortunately —
• I have also seen how our staffing structure has been stretched too thin over the years in some areas, thereby losing the local connection in many communities.
• I have seen the frustration on the faces of many of our great employees and stakeholders due to the uncertainties of leadership, budgets and lack of clarity and focus about the future of our work.
• I have witnessed the disconnect, not only in Missouri, but also nationally between the American public and higher education, thereby leading to declining financial resources and support.

Where are we aiming

Based on our listening and learning, we are now prepared to lead!

As outlined in our university’s strategic plan, we are aiming for excellence as we fulfill
our commitment to be the University for Missouri.

More specifically, we are aiming for results that are based on the challenges of today and tomorrow’s Missouri; these are challenges we discovered through our statewide needs assessment. You have heard me describe them as: economic opportunity, educational excellence, and health and well-being.

Today, we commit to driving all of our efforts in MU Extension and Engagement toward three result areas that everyone can contribute to and that we will achieve for Missourians!

Economic opportunity
In 2017, we learned that our MU Extension’s economic impact on the state was over $945 million. This extraordinary statistic was the result of the great work of our people! We did that in agriculture through programs like Show-Me-Select Replacement Heifer Program, grazing schools and Women in Agriculture. We did that through business development efforts to increase the number of entrepreneurs or scale up medium-size businesses. We did that through health and nutrition programs that reduced health care costs for many Missourians and increased quality of life for older citizens through programs like Stay Strong, Stay Healthy. We did that through 4-H programs that prepare first-generation students to be career- or college-ready through 4-H Futures. We did that through community development programs that positively impact urban and rural communities by increasing community-based leadership capacity and networks.

Clearly, everyone contributed to this remarkable impact and we should take great pride in that. But, we have just started, and with this as a benchmark, now we can do more through MU Extension and Engagement.

Our first targeted RESULT is:
• To improve the economy of Missouri by more than doubling our economic impact from $945 million to $2 billion over the next 10 years

Educational access and excellence
Today, Missouri has one of the best high school graduation rates in the nation with 89 percent of high school students graduating in four years. However, only 51 percent of May high school graduates go on to post-secondary education opportunities in the fall, following their graduation. Furthermore, there are over 750,000 adults in Missouri who have completed some post-secondary education, but never completed their degree. In partnership with our academic colleagues and our continuing education efforts, we will increase educational access and excellence for all Missourians.

Our second targeted RESULT is:
• To increase the number of high school graduates participating in post-secondary education from the current 51 percent to 60 percent over the next decade and provide place-based continuing education credentialing, job-ready programs, beginning in 2020

Health and well-being
When we asked Missourians to identify the biggest challenges facing their communities, they highlighted health as a major concern. A first part of that concern is found in health care access. A second area of concern was the need for proactive, preventative education programming to reduce unhealthy behaviors and increase healthy food access.

On the first part, we are committed to working with colleagues across the UM System, and state and nonprofit organizations and agencies to address
these issues. On the second part, we are committed to addressing issues like healthy eating, exercise, mental health, food deserts and obesity with greater intensity than ever before. These are issues we can and must attack through our programs, or in partnership with others inside and outside of the University of Missouri System.

**Our third targeted RESULT is:**
- To collaborate with our partners to improve Missouri’s national health ranking from 40th to 25th over the next decade

Each of the targeted results are BOLD and represent areas that each of us can individually, programmatically and collaboratively contribute to. None of this is achievable without all of us, and none of this can be attained without partnership.

**How are we going to achieve success?**

1. **Alignment with MU and UM System**
   - Our strategic plan is the MU and UM System strategic plan.
   - Our efforts will support and be supported by their efforts.
   - Our worlds are now one.

2. **Commitment to extension, engagement and outreach**
   We will achieve excellence through a renewed commitment to being the “engaged university” for Missouri, the nation and world. We will do that through a new university engagement model that is defined as:
   - **Classic extension** — knowledge creation, knowledge application
   - **Partnership** — within and beyond the campus
   - **Community and campus integration** — both bring their best ideas

3. **Shared contribution**
   - **Everyone** can and will contribute
   - **Faculty** (programs, continuing education and broader engagement)
     - Current and new programs should and must drive toward one of the three result areas; we are all driving toward the same results.
     - Efforts must be planned and aimed toward improving the lives of Missourians, as related to our new result areas. Field specialists and county engagement specialists will create results and metrics based on their specialization and geography to drive the statewide result areas.
   - **Technical and support staff** will make meaningful contributions to the result areas.

4. **Partnership and collaboration**
   - We cannot do these alone. To achieve these bold results, we must partner and collaborate as never before. Partnerships and collaborations, if done well, can bring new financial and human resources that will benefit all Missourians.

5. **Core elements (the means to an end)**
   1. **Training and development** (on-boarding and continuing career professional development)
   2. **Partnership and relationship building** (process for measuring, recognizing, establishing, managing, growing meaningful relationships)
   3. **GROW Performance Model** (growth-driven Goals, Results, Opportunities for improvement, Way forward to grow MU Extension professionals)
   4. **Effectiveness, efficiency and innovation** (rewards and incentives processes and programs that enable MU Extension to better serve Missourians)
5. **Financial** (unified efforts to strengthen university, federal, state, local and partner investments in MU Extension)

6. **Rewards, recognition and compensation** (Individual and programmatic incentives to recognize excellence; differentiated compensation to address critical needs, expertise and geographic areas of the state)

7. **Marketing, communications and partnership development** (integrated support with MU and UM System partners to strengthen the university brand presence; training and support for faculty and staff)

8. **E-learning/e-commerce platform** (providing quality service to improve the client experience and program offerings)

9. **Modernization of MU Extension council model and County District Option** (revisions to the model and improved training to ensure stronger advocacy and support)

10. **Engagement connectivity and access** (opportunities and pathways to connect faculty at MU and other UM System campuses to the local communities for economic, education, and health impact)

6. **Financial future**
   - Where we are...
     - $38 million federal, state and local funding in October 2017 **became** $76 million in expenditures, **resulting in** $945 million impact in Missouri.
   - Where we can go...
     - $50 million in federal, state and local funding **will become** $100 million + $20 million philanthropy, **resulting in** $120 million.

**What can you expect?**
- Leadership and talent development
  - I will be meeting monthly and providing leadership development, coaching and support to the leadership team and I will be providing leadership development opportunities for both campus and field faculty and staff.
- Advocacy
  - I will work with you and our internal and external partners to build our financial and human resources to better serve Missourians.
- Partnership
  - I will seek and strengthen our internal and external partnerships to open up new opportunities for resources, programs and opportunities.

**What do I need and expect from you?**
- Your heart and minds...
- I need you to commit to these ideals:
  - **We are Missouri.** You are the connection with Missourians; we are committed to the greater good for ALL Missourians.
  - **We are the university.** You are the university’s ambassadors.
  - **We are together.** We seek oneness, not sameness —what we do may be different, but we are one. We want your creativity and innovation. We want you to know that no one will be allowed to feel alone. Our success is intertwined and we are bound together by our history, but more importantly, our future.
Conclusion

• Excellence is not accidental; excellence results from intentional execution. As we move forward, we will be:
  • Recognized and celebrated for the positive impact and change we make in Missouri communities
  • Recognized as the model in higher education for regaining the public trust through a new narrative we create with Missourians
  • Recognized as a preferred destination campus for extension, engagement and outreach in the nation and world

“I shall never be content until the beneficient influence of the university reaches every family in the state. This is my ideal of a state university. If our beloved institution reaches this ideal, it will be the first perfect state university.”

— Charles Van Hise, University of Wisconsin president, 1903–1918

We will show our momentum through leadership that advances Missouri.